

THE TIMES 1785-1985 Tomorrow

Talking terrorism
David Watt on
President Reagan's
response to
the terrorists

Hereditary headache?
New light on
the origins
of migraine

Testing times
Review of the first
day of the Third
Test match at
Trent Bridge

Reaching the Bar
The Times will publish
results in full
of the latest
Bar examinations

Portfolio

Today's Times Portfolio price
is \$4,000 because no one won
yesterday. Portfolio list, page
25; how to play, information
service, back page.

Sterling nudges \$1.40

The pound traded a fraction of
cent below \$1.40 yesterday,
before closing 1.65 cents higher
at \$1.3832. Later in New York,
it was quoted at \$1.3860. There
was speculation in the City that
its continued rise may permit a
half-point base rate reduction.

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Minor surgery for Reagan

President Reagan will have a
benign intestinal polyp
removed tomorrow. Doctors
will also examine his intestinal
tract to determine if more
polyps are present. Mr Reagan,
aged 74, had an intestinal polyp
removed in 1984.

IT for Britain

Information technology training
for all managers, up to the
highest ranks, is needed by
Britain in the 1980s, says
Derek Hornby, of Rank Xerox,
in an introduction to today's
eight-page general appoint-
ments section.

Pages 33-40

Potato glut

Just because
prices are
down, there's
no need to wear
a chip on your
shoulder!

The Potato Marketing Board
has removed 12,000 tonnes of
new potatoes from the market,
at a cost of nearly £700,000,
because of a glut.

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Gilbert in 12

Australia have included Dave
Gilbert, the New South Wales
fast bowler, in their 12 for
today's third Test against
England at Trent Bridge.

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Letters: On consultants, from
Dr S. Behrman, and others;
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Tucker.

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Amos Oz; Geoffrey Moorhouse
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Jones on Carolingian poetry;
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Immigration rule change to restrict wives

By Pat Healy, Race Relations Correspondent

The Government intends to make it more difficult for men legally settled in Britain to bring in their foreign wives, in an attempt to comply with the recent European Court of Human Rights judgement that the present immigration rules discriminate on grounds of sex.

But it will also allow women legally settled in Britain to bring in their husbands, irrespective of their citizenship status. That could result in an extra 2,000 men being admitted each year, of whom 600 would be from the Indian sub-continent.

Mr Leon Brittan, Home Secretary, announced the main changes, to be tabled in new rules to be presented to the House of Commons on Monday, in a written reply last night.

He said he was satisfied that the new rules would enable the Government to comply with the judgement "in a way that preserves the firm and fair immigration control to which the Government remains fully committed".

But he was instantly accused of introducing new rules that would still be outside the European Convention on Human Rights. MPs and immigration bodies pointed out that the existing Immigration Act gives some groups of wives of men legally settled in Britain an absolute right to join them, which would not be affected by the new rules.

The European Court, which considered three test cases brought with the help of the Joint Council for the Welfare of Immigrants by three women legally settled in Britain, ruled in May that the Government's decision to refuse their husbands the right to join them discriminated on grounds of sex since no bar was placed in the way of wives whose husbands were legally settled in Britain.

The new rules will extend to

wives the controversial "primary purpose" rule which requires men seeking to join British citizen wives in Britain to prove that their main purpose in coming to Britain is marriage and not immigration.

That rule has been widely criticized. By Conservative backbench MPs as well as organizations advising immigrants, and Opposition MPs of all parties, as subjective and impossible to prove.

There will also be tougher rules to ensure that spouses intending to come to Britain satisfy entry clearance officers that adequate maintenance and accommodation are available to them without recourse to public funds.

A hail of abuse at Westminster greeted the announcement of the changes (Our Political Editor writes). Mr Robert Maclennan, Social Democrat spokesman on home affairs, said that Mr Brittan's "repulsive decision only removes sexual discrimination by making a base attack on family life". Mr David Steel, the Liberal leader, said that the Government was supporting an equality of misery in order to avoid the charge of discriminating between men and women.

Mr Gerald Kaufman, chief Labour spokesman on home affairs, was critical of Mr Brittan for failing to make an oral statement subject to questioning by MPs on a matter of great constitutional and human importance.

Unless the Alliance parties move first, Labour will put down a prayer to annul the new regulations as soon as they are published. This will force a debate, probably before the House rises at the end of this month.

Parliament, page 4

Pools threat to take clubs off coupons

By Philip Webster, Political Reporter

Football pools companies are threatening to cut off support for the professional game if the football authorities persist in their demands for a new levy board, financed by increased revenue from the pools, to oversee the programme of ground improvements required after the Bradford disaster.

The Football Promoters' Association (PPA) which contributes some £13.5 million a year to football, will tell the Government that it is prepared to take all Football League and Scottish League games off its weekly coupons and to negotiate agreements instead with the minor leagues to use their fixtures.

In making its threat the association is in effect joining with the Government and particularly the Prime Minister, in demanding that football should make a far greater effort to come up with the cash needed to finance the improvement programme. Its message is, therefore, likely to be welcomed.

There is considerable anger among ministers that the Football League and Football Association have failed to indicate how they will be contributing to the £14 million which surveys have calculated Scottish and English

clubs, mainly in the third and fourth divisions, will require to bring grounds up to standard. The Football Grounds Improvement Trust is to give £1.3 million by the end of the year and the Football Trust £1 million.

Suggestions that the extra money should come out of the pools through a levy board has provoked outrage in the Pools' Promoters' Association, which represents Littlewoods, Vernons and Zetters.

Under a voluntary deal agreed in 1978 the pools will this year contribute some £6.5 million to the Scottish and Football Leagues for the use of their fixtures on coupons. In addition, they give about £7 million through the Football Trust to finance improvements and other projects to benefit the game.

Furious at the lack of response from the authorities, the PPA is expected to tell ministers that if there were a move towards a levy board financed by pool duty it would reconsider its relationship with the professional game.

It is prepared to save a considerable portion of the £6.5 million by negotiating deals with the minor leagues, to whom payments are far lower.

Compensation, page 3



Beirut watched as Ibtissam Harb and Khaled Azrak told television viewers why they were prepared to kill themselves "and as many Jews and their agents as possible".

Suicide bombers' television message of death

From Robert Fisk, Ras Al-Bayda, Southern Lebanon

When Ibtissam Harb drove past the United Nations soldiers at Ras Al-Bayda a few minutes before her death, she was, so a young Dutch lance-corporal recalled yesterday, travelling "unusually fast".

His road-block, a chicane of iron tank traps a few hundred yards from the sea, is the last UN checkpoint before motorists reach the earth revetments of Israel's proxy "South Lebanon Army" militia just down the road. The UN do not bother to stop civilian cars here but Miss Harb slowed just enough for the Dutch lance-corporal to notice that she was, in his slightly immature English, "a little bit pretty".

She was driving a white Peugeot 504. "She did not look at me or my soldiers at all," he said. "She did not wave or say anything. She was wearing white trousers and a red or pink shirt."

The dark-haired woman in her Peugeot then disappeared round a corner in the road and there were a few minutes of silence. One of the pro-Israeli gunmen saw her next, her face "twisted into a grimace" as she drove between the concrete blocks of his own roadblock.

No-one doubts what happened next. The militiamen opened fire with his rifle on automatic. The Dutch soldier saw a tremendous explosion at the foot of the Ras Al-Bayda peninsula, and Miss Harb's

hair pushed back, her face made up with discreet lipstick and eye-shadow, for all the World like an actress preparing to play a resistance heroine in a World War Two movie.

Her words, however, were less attractive. A disembodied, Mephistophelean voice, asked why she was prepared to kill herself. "I hope to kill as many Jews and their agents as possible," she calmly replied to the

Continued on back page, col 8

Israeli air strike hits Palestinian camps

To apparent retaliation for two Lebanese suicide attacks against their militia allies in southern Lebanon, the Israelis launched an air strike yesterday against Palestinian guerrillas in the north of the country, devastating the local headquarters of the pro-Syrian PLO commander, Abu Moussa (Robert Fisk writes).

Two helicopter gunships supported Israeli jets in firing rockets into the Nahr El-Bared camp outside Tripoli, killing at least three people and wounding another 29.

The raids came less than 24 hours after the attacks by two Lebanese suicide bombers. Both were members of the Syrian National Socialist Party, a pro-Syrian militia which

splashed with the voice of President Assad's Baath Party - which has in the past tried to rival the Shia Muslim Amal militia. To have sent the two members on suicide missions against the already disintegrated "SLA" may be a measure of how far this rivalry has now advanced.

In any event, Israel's air raid yesterday struck at exclusively Palestinian targets. Only a few hand-held ground-to-air missiles were fired at the jets by surprised Palestinian guerrillas.

The fighter-bombers scored direct hits on the Abu Moussa base in a cane field near Kabir El-Bared and also set fire to a pipeline carrying crude oil from Iraq.

Release Delay? Page 5

Open conveyancing in doubt

By Anthony Bevin, Political Correspondent

Open competition in house conveyancing, promised by the Government last year, may be threatened in a Commons debate on the Administration of Justice Bill next week.

Mr John Butterfill, Conservative MP for Bournemouth West, yesterday tabled a new clause to the Bill in an attempt to clamp down on any conflict of interest which may arise from the conveyancing acting for more than one party in the same property transaction.

The new clause supported by Mr Enoch Powell, Ulster Unionist; Mr Frank Field, Labour; Mr Alex Carlile,

Liberal; and Mr Michael Hancock, Social Democratic Party - would stop anyone conveyancing a property if they had a financial interest in providing loans for purchase, or were earning commissions from related estate agency, mortgage or insurance broking.

Sir Michael Havers, the Attorney General, has promised that the Government will introduce legislation in the next parliamentary session to allow solicitors employed by banks and building societies to undertake conveyancing work.

But it is known that Lord Hailsham, the Lord Chancellor,

has offered fierce cabinet resistance to the idea that bank or building society solicitors might engage in mortgage and conveyancing work while in the employment of the lender.

The new clause will find favour with ministers, unless they decide to act against the conflict of interest in next year's banks and building society legislation.

Mr Butterfill said last night: "The new clause would impose a self-denying ordinance. If they're trying to put their snouts in the same trough twice, that's wrong."

Disaster jet recorder is found

Hopes are growing that the cause of the disaster in which 329 people died on an Air India jumbo jet will be found soon.

Deep sea salvage teams using an unmanned "Scarab" submarine recovered the aircraft's voice recorder 6,000 ft down yesterday morning and expect also to pick up the flight recorder, known as the "black box", before its homing signal runs out.

The Scarab, on a 10,000 ft umbilical line from the French surface vessel, Leon Thevenin, will be joined in the search by another Scarab today, operating from a Canadian coastguard ship, the John Cabot.

The voice recorder, which stores everything said by the aircraft's crew, and which would show whether there had been sudden depressurization, is as important as the flight recorder, which tracks what happened to the jet's controls up to the break-up point.

Recorder found, page 3

Tutu saves man from mob fury

From Ray Kennedy, Johannesburg

Bishop Desmond Tutu, the Nobel peace prize winner, waded into a lynch mob of fellow blacks yesterday to save the life of a man suspected of being a police informer.

In an extraordinary scene at the graveside of four black youths killed last month when grenades went off in their hands, the Anglican Bishop of Johannesburg wearing his purple cassock, struggled desperately with frenzied people who clubbed and kicked the unidentified man to the ground yelling: "Informer. Informer. Informer."

Thirty yards away from the graveside in Duduza township, near Nigel, south-east of Johannesburg, the car the man had been driving was overturned and set on fire by the crowd.

As Bishop Tutu, who is only 5ft 4ins tall, Bishop Simeon Nkomo, the Suffragan Bishop of Johannesburg, came to his aid. Together they managed to drag the man to a car which was punctured by the crowd as it raced away with Bishop Nkomo at the wheel. Bishop Tutu remained standing in front of the crowd pleading with people to calm down.

Bishop Tutu had arrived in the East Rand area earlier in the day from the Anglican synod which is being held in Pietermaritzburg, Natal, on a specially ordered mission to investigate the worsening situation in the townships.

Police headquarters stated yesterday that the death toll since the weekend had risen to 10. The latest victim was a black man shot dead when police fired on a crowd attacking with petrol bombs a policeman's home in the Kwa Hema township, the police said.

The Most Rev Philip Russell, the Anglican Archbishop of Cape Town, stated yesterday that he has asked for an urgent meeting with President Botha to discuss the situation.

There have been allegations that police disguised in balaclava helmets indiscriminately attacked and shot people during the past few days in the East Rand townships.

General Johann Coetzee, the police commissioner, has appealed to people with evidence of police misconduct to come forward. He has asserted that claims that policemen disguise themselves are "devoid of all truth".

However, newspaper photographs have clearly shown policemen in action wearing balaclavas.

Bishop Tutu said in his funeral oration yesterday: "We are not asking for a favour from the whites of this country. We are not saying 'please, baas, can we be free? We are struggling against a totally un-Christian, totally immoral and totally evil system. Therefore we cannot expect it to use methods that are good.'"

Notts to ballot on NUM split

By Donald Macintyre, Labour Editor

Nottinghamshire miners' leaders undertook yesterday in conference with their own area rules by balloting their 28,000 members on whether to break away from the National Union of Mineworkers.

The undertaking was given before Mr Justice Stuart-Smith sitting in chambers. Notts miners' leaders were adamant last night that it would make no difference to the outcome of the area leaders' decision last weekend to secede from the NUM. The area's members have already voted by a 73 per cent majority but to accept the NUM's new national rule book.

The undertaking was given in an action brought against the new Notts area leaders in the names of Mr Henry Richardson, dismissed by the area council as area secretary but still employed as an NUM official, Mr Ray Chadburn, the unions' president, and 29 miners from all but two of the area's 31 pits.

They had sought an undertaking requiring the Notts union to ballot its members on up to 17 individual rule changes which their lawyers argued the Notts area was obliged to make in secede from the NUM. The Notts rule 240 requires a two-thirds majority to a secret ballot for rule changes.

But the undertaking eventually given also provides for a possible ballot under the trade union amalgamations act of 1964. That leaves open the possibility of using a merger with another union in order to effect the necessary changes. Such a ballot would require only a simple majority.

Possible candidates for such a merger include the South Derbyshire and Leicestershire areas, both of which will be considering their next step to the light of the Notts break-away, and the small Durham-based Colliery Trades and Allied Workers' Association, which has already broken away from the NUM.

Mr Roy Lynt, general secretary of the breakaway Notts area, who was in court, insisted last night that the undertaking was in no way a defeat.

He said: "The judge accepted that we were not subject to the rules of the national union. We will now ballot our members on the necessary rule changes to allow us to go on acting as an independent union."

● The coal board announced yesterday a £9 million investment for two South Wales pits, Abernethy in the Swansea Valley and Betws at Ammanford in Dyfed.

● Miners at the smallest pit in South Wales, Treforgao near Neath, West Glamorgan, have accepted the coal board's decision to close the colliery with the loss of 200 jobs.

Repercussions, page 10

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Inquiry backs assessment of teachers in the classroom

By Lucy Hodges, Education Correspondent

Teachers should be observed at work in the classroom because that improves their performance, according to an independent study of teacher appraisal, funded by the Department of Education and Science.

The report, which was welcomed yesterday by Sir Keith Joseph, Secretary of State for Education and Science, comes out strongly against the notion of merit pay for teachers but says that the involvement of teacher unions is essential to any appraisal system.

Carried out by head teachers, officers and an adviser from Suffolk, it says that any local authority appraisal system should cover not only teachers but heads and all officials, including the chief education officer, Mr Duncan Graham, Suffolk's education officer, and the project director, said teacher appraisal would cost money, several hundreds of thousands of pounds extra for each of the 104 education authorities in England and Wales.

The research team bases its conclusions on a study of existing teacher appraisal schemes, particularly those in the United States. The team says it wants a professional form of assessment which is positive rather than destructive and in which teachers take part.

"You cannot impose assessment on people," Mr Graham said. "You are either willing to be assessed or you are not." Merit money for teachers would work only where it was voluntary, where it amounted to significant money and where no quota was imposed.

Appraisal was a very good way of helping to identify teachers who are weak, he explained. Support or remedial help could then be given to them in a much more systematic way than existed at present.

Sir Keith reminded unions and local authorities that Education Support Grant money existed to pursue the initial fieldwork identified by the report. The Suffolk project had initially come under this heading but had to be abandoned after the unions refused to have anything to do with it. That was because of Sir Keith's threat to introduce legislation on teacher appraisal.

The NUT said yesterday that the reason why there had been no progress on moves to introduce teacher appraisal was because Sir Keith had not responded to its initiative for talks, and because he had not withdrawn his threat to compel appraisal by law. Moreover, the local authorities had refused to enter discussions, it said.

Improved offer likely today on pay

By Our Education Correspondent

Local authority employers are expected to try to settle the teachers' pay dispute today by improving their 5 per cent pay offer for this year.

The employers' panel at today's Burnham committee meeting will be led by Mr John Pearson, vice-chairman of the education committee of the Association of Metropolitan Authorities.

It is thought that the employers, now Labour-controlled, will offer a deal which would give the teachers a higher percentage increase at the end of the year than half way through it. It is thought that the end-loading would have to be as high as 7.5 per cent to satisfy the teachers.

The National Union of Teachers, the biggest teachers' union, is believed to be in no hurry to settle on the ground that the longer the strikes go on the more will inflation and earnings indices run in its members' favour.

If the dispute is not settled today, the strikes are likely to go on into the autumn and beyond. Sir Keith Joseph, Secretary of State for Education and Science, repeated this week that he was giving no more money to the employers this year to settle the dispute.

He also repeated that he would give more money to teachers next year if they agreed a deal covering voluntary duties by October.

Spending on private health care now at £1bn

By Nicholas Timmins, Social Services Correspondent

Private health care has become big business with consumers spending £1,000 million on private care on top of the £17,000 million spent on the National Health Service, a report from the Economist Intelligence Unit published yesterday said.

The number of beds in private acute hospitals doubled to 8,643 between 1978 and last year, with a further 1,800 under preparation. Spending on complementary medicine and non-acute residential and nursing home care was rising fast.

The supply of acute beds had outstripped demand, but the opportunities for further expansion in private health care were substantial.

This expansion, however, would be "gradual", the report said, and for all the difficulties with the NHS "there is little to suggest that the nation's well-being, or the consumer's pocket, would benefit from a radical change in the present system of health care provision".

There would be few votes for Labour in promising to abolish private medicine, nor the Conservatives in promising to dismantle the NHS, it said.

Labour's policy was more likely to be to remove tax concessions for private health care and impose more stringent regulations on independent hospitals, while increasing prices to NHS pay beds with stricter auditing of private practice.

Occupancy of health service pay beds would fall as a result, becoming less popular, leading logically to the demise of the pay beds without innumerable protests.

If the Conservatives were re-elected for a third term, more direct measures to promote the private sector could emerge.

But "a radical transformation of the financing mechanisms of the NHS will remain an unlikely proposition in the absence of any convincing evidence that insurance systems are more efficient or equitable".

EU Special Report No 207: (40 Duke Street, London W1A 1DW; £70).

Dismissal threat
Members of West Lambeth District Health Authority have been told they risk dismissal if they continue to refuse to set a budget for this year, which would cost £1.4 million from their planned spending.



Mr Nick Miranda of St Louis, Missouri, at Gatwick airport yesterday with his 1970 Mercedes 600 Pullman Limousine. The car, once owned by John Lennon, was flown to London by Sotheby's on August 29. Another Lennon car, a Rolls-Royce, set an auction record at Sotheby's in New York on June 29 when it sold for £1.666 million. (Photograph: Warren Harrison).

No room at the Inn for Bar meeting

The annual meeting of the Senate of the Inns of Court and the Bar was postponed last night through lack of space.

Between 800 and 900 barristers went to the meeting. With more than 100 left standing outside Lincoln's Inn Old Hall, the Attorney General, Sir Michael Havers, adjourned the meeting within fifteen minutes of opening it.

These who had travelled to London from provincial centres said a hall large enough to take the numbers should have been reserved.

There was a record attendance for the expected debate on motions proposed by the Campaign for the Bar.

The group is calling for reforms and 10 of its members are standing for election to the Bar Council.

The campaign is demanding that the chairman of the Bar Council be elected by postal ballot of the entire profession.

Last night it appeared that Saturday, July 27 was the most likely date for the meeting, if a place large enough to hold at least 1,000 people could be found.

'Free access' for drug runners

Professional drug smugglers have practically free access to Britain because of dramatic reductions in the number of customs officials manning ports and airports, a Commons select committee was told last night.

Yawning gaps in cover, after a reduction of 1,000 officials since 1979, means some traffickers hardly attempt to conceal cocaine and heroin when entering Britain because they know there is a remote chance of being caught, MPs were told.

The absence of effective detection against smugglers was revealed by the customs and excise group of the Society of Civil and Public Servants less than 24 hours after Lord Lane, Lord Chief Justice, bitterly criticized the lack of urgency shown by Parliament and

Government towards the drugs crisis.

MPs heard how staff cuts have meant less than 1 per cent of passengers passing through customs controls are spoken to by a customs officer.

At Dover and Heathrow, which deal with 50 per cent of the passengers arriving in Britain, only one passenger in 400 is stopped and questioned during peak hours. Sometimes one officer is left to cope with 1,000 passengers.

At Dover only 509 out of 330,000 containers arriving last year were searched and less than 1 per cent of containers arriving in Britain generally are examined.

In highly critical evidence to the select committee, the union says: "While drug availability

and addiction has risen steeply, over 1,000 customs staff have been cut."

As 80 per cent of drug seizures are made by uniformed customs officers, Mr Tony Lewis, a union official, told MPs a minimum of 500 extra staff was needed to help deter passengers bring in drugs.

Although the Government had announced an increase in customs officials to tackle hard drugs, some posts were still unoccupied and others had been filled by officials transferred from other drug detection duties.

The Government was also accused of totally ignoring a warning from customs and excise about the expected flood of heroin from Burma, Laos and Thailand.

Thatcher rejects housing request

By Christopher Warman, Property Correspondent

The Prime Minister has rejected a request from more than 30 Conservative MPs in the south of England that housing development in the region should be confined to "certain specific constraints".

In a plea to Mrs Margaret Thatcher, a group of MPs representing constituencies in the area, led by Mr Jerry Wiggin (Weston-super-Mare), said that there was "excessive housing development" in the south, and asked that development should be confined to where there was a positive demand for employment, and adequate infrastructure, without further public expenditure.

"The pressure of population is now seriously beginning to be detrimental to the general quality of life. In particular, we deplore development in excess of existing structure, plans at great cost to our priceless countryside", the group argued in a letter.

Mrs Thatcher said that the Government would be deluding itself if it believed that the growth it sought, and the jobs and houses that go with it, can be met solely by development

in "certain specific constraints".

Local authorities were asked by the Government to take urgent steps to reduce the number of their empty dwellings, which last year totalled more than 12,000.

Of that total 25,300 had been empty for more than a year and in 1984-85 the rent loss for English authorities was £79 million, according to a Department of the Environment circular to all "English local authorities".

The Housing Corporation is to close the Society of Conservative Dwellings, after a corporation report found that money was going astray, work completion certificates falsified and "disregard for proper practice which extends beyond incompetence into outright misconduct".

The society looks after the interests of housing co-operatives in south and west London. More than 1,000 dwellings come under its remit and it is responsible for channelling corporation money into co-operative housing organizations.

MPs seek study into embryos

By Our Lobby Reporter

An all-party group of MPs wants the Commons to set up a select committee to investigate human embryo research and genetic engineering.

The move is understood to have the backing of several leading opponents of Mr Enoch Powell's unsuccessful Bill to protect human embryos.

Mr William Cash, Conservative MP for Stafford, has tabled a Commons motion on the issue with support from Sir Gerald Vaughan, Conservative MP for Reading East and a former health minister; Mr John Cartwright, SDP member for Westwick; Sir Peter Mills, Conservative MP for Devon West and Torridge; Mr Jeremy Bury, Labour MP for Motherwell South; and Mr David Atkinson, Conservative MP for Bournemouth East.

Mr Cash said the select committee would be able to carry out a full investigation into matters not covered by the Warnock inquiry, such as human genetic engineering "which is every bit as important as embryo research".

A cavalry charge at Earls Court

By Stanley Baldwin

There must be few people alive today who, know the awesomeness of a cavalry charge at close quarters. You can experience it at the Royal Tournament where half a squadron of the Household Cavalry charge at full tilt, across the Earls Court arena.

The tournament, the Armed Forces' annual account to the nation of the skills they are developing, opened last night for its 105th year. Most of the Royal Family will have seen it by the time it ends on July 27. It is big and it is rough. About 1,700 performers take part and the medical room is kept busy. I knew the tournament was in town when I saw a member of the Royal Artillery limp from Earls Court to the Underground station, his left arm and one leg in plaster.

For the Army - like the Times - 1985 is a special year. Twelve regiments celebrate their 300th anniversary.

Press warned of bribery risk

By Stewart Tisdler, Crime Reporter

Journalists who try to buy information from police officers face the risk of prosecution for attempted bribery or corruption, Sir Michael Havers, the Attorney General, said yesterday.

The warning came after a woman reporter on the Sunday People allegedly tried to approach a junior member of Scotland Yard's royalty protection group earlier this year. The officer reported the approach, later conversations were secretly taped and the incident was reported to the Director of Public Prosecutions.

Yesterday, Sir Michael released the text of a letter on the incident which he had sent to Mr Richard Stott, editor of the Sunday People. No action is to be taken against the reporter.

In the letter Sir Michael said: "Having considered the facts, and, in particular, a transcript of tape-recorded conversations between the officer and the reporter, I concluded that the evidence would justify me in authorizing criminal proceedings against her."

However, the manner of the approach which she was alleged to have made, together with the nature of the information sought, suggested that it she

committed an offence it was probably as a result of misplaced enthusiasm and possibly a failure to appreciate the serious nature of what she was doing."

The Attorney General said that although there would be no prosecution - any bribery or corruption case requires his fiat - it should not be taken to condone any such action.

He regarded such action as extremely reprehensible and hurt for the special circumstances which were present in this case it would have called for severe action.

Labour MPs attack Benn and Scargill

By Philip Webster, Political Reporter

Labour MPs yesterday blamed Mr Arthur Scargill, president of the National Union of Mineworkers, and Mr Tony Benn for contributing to the party's narrow defeat last week in the Brecon and Radnor by-election.

At a private party inquest

two Welsh MPs who were closely involved in the campaign, Mr Allan Rogers, MP for Rhondda, and Mr Ray Powell, MP for Ogmore, echoed Mr Neil Kinnock's statement last week that the Scargill-Benn factor had cost Labour votes.

When Mr Dale Campbell-Savours, MP for Workington, questioned whether Mr Benn had been right to publish his proposals for the nationalization of land during the by-election campaign, Mr Benn rose to defend himself saying that it had been considered by Labour's national executive

Harmony is restored at festival

By Ronald Faux

Peace was restored to the Edinburgh Festival last night when Mr Frank Dunlop, the festival director, was given unreserved support and warm congratulations at the Edinburgh Festival Society's annual meeting.

Mr Dunlop had upset Edinburgh District Council, the largest single contributor, by saying the festival had become a "political football".

Organizers had been anxious that the left-wing Labour-controlled city council, which provides £100,000 to the festival and holds a majority of seats on the society, would insist on changes to the international event that would alter its character. There have also been fears that the festival could become a casualty in the argument between the council and the Scottish Office over rates in the city.

Mr Dunlop said he had not implied criticism of the council.

Anti-apartheid protest rebuffed
Ten anti-apartheid protesters from the Irish Republic arrived at Heathrow airport yesterday, on their way back to Dublin, after being refused permission to enter South Africa.

Orange leaders back down on march route

By Tim Jones

Local leaders of the Orange Order in Portadown have backed down over their intention to defy a police re-routing order by marching through a Roman Catholic area of the town.

Senior police officers told the 32 members there was no possibility of lifting the order, restraining them from following their 150-year-old route.

It was made clear that the police would use whatever force was necessary to enforce the order made by Sir John Hermon, the Chief Constable, with the support of Mr Douglas Hurd, Secretary of State for Northern Ireland.

Local Orange leaders organized a huge protest demonstration when the ban was first announced. They threatened that they would ignore the order because if it were enforced in the "enclave" of Portadown then "Orangeism and Ulster would be finished".

Unions set £5m target for Labour election fund

By David Felton

The trade unions yesterday agreed to set up a multi-million pound fighting fund to help finance the Labour Party's campaign at the next general election.

The General Municipal, Boilermakers and Allied Trades Union (GMWLU), the third largest union, promised a loan, thought to be £1 million, to get the fund off the ground, and the union leaders meeting yesterday set an unofficial target of at least £5 million.

Officials leaving the meeting of Trade Union for Labour Victory refused to discuss figures or confirm the size of the loan from the GMW. Earlier, Mr David Bassett, general secretary of the GMW, had pressed for an immediate launch for the fund, but others at the meeting called for caution, at least until the bulk of the ballots for the political fund have been completed.

Unions have distanced the

payment of £17 million to offset its losses on intervention purchase.

Senior executives said a month ago that a doubling of the levy on producers would prevent a resurgence, but officials were forced to admit yesterday that the latest developments were not a happy sign.

That rejected suggestions that the glut was caused by a flood of foreign imports. British growers were forcing prices down by continuing to lift potatoes when they ought to

have meant less than 1 per cent of passengers passing through customs controls are spoken to by a customs officer.

At Dover and Heathrow, which deal with 50 per cent of the passengers arriving in Britain, only one passenger in 400 is stopped and questioned during peak hours. Sometimes one officer is left to cope with 1,000 passengers.

At Dover only 509 out of 330,000 containers arriving last year were searched and less than 1 per cent of containers arriving in Britain generally are examined.

In highly critical evidence to the select committee, the union says: "While drug availability and addiction has risen steeply, over 1,000 customs staff have been cut."

As 80 per cent of drug seizures are made by uniformed customs officers, Mr Tony Lewis, a union official, told MPs a minimum of 500 extra staff was needed to help deter passengers bring in drugs.

Although the Government had announced an increase in customs officials to tackle hard drugs, some posts were still unoccupied and others had been filled by officials transferred from other drug detection duties.

The Government was also accused of totally ignoring a warning from customs and excise about the expected flood of heroin from Burma, Laos and Thailand.

'Race clash' jury finds seven guilty

Seven Asians and three white men were released from the Central Criminal Court yesterday at the end of an eight-week trial arising out of clashes in east London.

The Asians were supported by demonstrators from the "Newham Seven" defence campaign, who picketed the court regularly. The white defendants denied racial motives and said an Asian had beaten up one of their friends.

The Duke of Edinburgh public house in Green Street, Lpton Park, was alleged to have been a base for right-wing groups from which attacks were made on the Asian population of Newham.

The jury heard how 50 young Asians marched four abreast and laid siege to the public house in April last year. They carried iron bars, bottles and bricks. Several customers were injured.

Mr Michael Kalsher, QC, for the prosecution, said the violence was kindled by a "small spark" when Asian youths were insulted in a hamburger bar.

Mr Leonard Woodley, one of the defence counsel, said the incident was the culmination of "years of misery" for the Asian community at the hands of "racist thugs".

Roy Lellow, aged 27, a shopkeeper, of Carlton Terrace, East Ham, his brother Robert, aged 21, a bricklayer, of Shaftesbury Road, Forest Gate, and Stuart Young, aged 24, a window cleaner, of Dickens Road, East Ham, were convicted by an 11-1 majority, of assaulting an Asian. The Lellow brothers were cleared of affray.

Fining them each £100 Judge Denison said: "I accept that you acted out of character."

Rather Chaudri, aged 19, of Cambridge Road, Wanstead, and Ajmal, aged 21, of Densford, West Ham, and Jothi Rajappan, aged 17, of Hockley Avenue, East Ham, were found not guilty on various counts of assault, conspiracy to commit damage, possession of an offensive weapon, criminal damage and affray.

Parvais Khan, aged 17, and his brother Zafar, aged 18, of East Avenue, Forest Gate, Mohammed Hanif, aged 18, of Wanlip Road, Plaistow, and Bahadur Khan, aged 22, of Shaftesbury Road, Forest Gate, were convicted by 10-2 majorities, of fighting and making an affray. They were bailed for a month while reports are prepared on their suitability to carry out community service work.

Mr William Cash, Conservative MP for Stafford, has tabled a Commons motion on the issue with support from Sir Gerald Vaughan, Conservative MP for Reading East and a former health minister; Mr John Cartwright, SDP member for Westwick; Sir Peter Mills, Conservative MP for Devon West and Torridge; Mr Jeremy Bury, Labour MP for Motherwell South; and Mr David Atkinson, Conservative MP for Bournemouth East.

Mr Cash said the select committee would be able to carry out a full investigation into matters not covered by the Warnock inquiry, such as human genetic engineering "which is every bit as important as embryo research".

The society looks after the interests of housing co-operatives in south and west London. More than 1,000 dwellings come under its remit and it is responsible for channelling corporation money into co-operative housing organizations.

Tory choice for Scottish seat

Mr Donald Masterton, aged 45, a company director and marketing consultant and a former Strathclyde regional councillor, has been chosen by the Conservative Party to contest the Ross, Cromarty and Skye constituency at the general election.

Mr Masterton was adopted by the constituency association as their prospective parliamentary candidate at a meeting in Strathclyde.

Murder charge

A school caretaker has been charged with murdering Sarah Morris, aged 9, whose body was found hidden in a dustbin on Tuesday, Leonard Road, aged 25 of Hockley Avenue, Forest Gate, South-West London, will appear before Wallington Magistrates in Surrey today.

Hippies stay

An application from Devon County Council for an injunction banning hundreds of hippies from common land on Dartmoor was rejected by Judge Graham Neville at Torquay County Court yesterday. He adjourned the hearing until the council named specific people and specific places from which they should be banned.

Race claim lost

Dr Iqbal Jaffee yesterday lost his claim that the National Gallery was guilty of race discrimination in refusing him the post of artist in residence. He said he would appeal against the Chelsea tribunal ruling.

The Times overseas selling prices: Australia \$22.00, Canada \$22.00, Europe £12.00, Hong Kong \$22.00, India \$22.00, Japan \$22.00, New Zealand \$22.00, North America \$22.00, South America \$22.00, South-West Africa \$22.00, Switzerland \$22.00, Taiwan \$22.00, Thailand \$22.00, USA \$22.00, Yugoslavia \$22.00.

FIRST TEST
FERRARI'S 180 mph TESTAROSSA

What's it like to drive the world's fastest production car? We tell you as we test the Testarossa. Don't miss our scoop test with colour pictures this week. And another scoop: see the first pictures of the Mazda's new RX7. Plus an account of a drive to Le Mans in the new MG TF Replica - the New Look. Lots more about a drive. Rally. And we investigate motorway chaos on the M1 as a result of the contra-flow system.

TAKE A LOOK AT THE NEW LOOK
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Michael Bailey
Sport Editor

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Voice recorder recovery may give clue to cause of jet crash deaths

By Colin Hughes

Deep-sea salvage teams yesterday recovered the cockpit voice recorder of the Air India Boeing 747 which crashed off Ireland, raising hopes that accident investigators will be able to find the cause of the deaths of 329 passengers.

The breakthrough in the attempt to solve Flight 182's mystery came at 2am yesterday morning when an unnamed "Scarab" submarine operated by Cable and Wireless found a piece of wreckage 6,000ft down on the ocean bed which contained the voice recorder.

The Scarab, which is remotely controlled on a 10,000ft umbilical line from the French surface vessel, Leon Thevenin, first picked up the homing signal emitted by the voice recorder.

Surface operators used sonar to track the area of wreckage, viewing the sea-bed with lights and cameras mounted on the Scarab as it crawled on skis.

Two pieces of wreckage, one containing the voice recorder, were picked up by the Scarab's mechanical claws and brought to the surface at 8am yesterday.

A description of the find was confirmed by Air India engineers on shore at the accident investigation centre at Cork airport.

The cockpit voice recorder is as important as the "black box" flight recorder, which has not yet been found. The voice recorder stores everything said by the aircraft's crew, and the "black box" records what happened to the aircraft's controls up to the point of break-up.

The accident investigators at

Cork are confident that they will also pick up the flight recorder before its own signal runs out in about 10 days. With both recorders recovered, the inquiry team's task will be far easier.

Another Scarab, operating from a Canadian coastguard ship, the John Cabot, will join the Leon Thevenin today in the search.

The Cable and Wireless Scarab, which has broken deep sea salvage records by diving continuously at one stage for 89.5 hours, has tracked wreckage strewn along the sea-bed in a straight line for between four and five miles. That would suggest initially to experts that the fuselage struck the water largely intact, or that it broke up shortly before impact.

Up to yesterday the Scarab had brought 12 pieces of wreckage to the surface. The pieces are being recovered selectively, depending on whether the accident investi-

gators think they may carry useful clues.

The Irish police yesterday said that Mr Cornelius Riordan, the Cork coroner, has set a provisional date of September 17 for an inquest into the deaths of the 331 people whose bodies were recovered from the crash.

A clear outcome to the inquiry is essential to world airline companies.

Aviation officials said the voice recorder was a four-track system which monitored all conversations of the pilot, co-pilot and chief engineer and general cockpit noise, including warning signals, over a half-hour period.

The officials said there were eight different warning signals on a Boeing 747 which would be picked up by the recorder, indicating which instrument was emitting them. A signal would also indicate whether there was sudden depressurization on the plane.

Rise in fatal accidents

The first half of this year was one of the worst for fatal air crashes according to a survey in this week's *Flight International* magazine (Our Transport Editor writes).

Including 329 killed in the Air India crash, 913 people died in aircraft accidents in the six months to the end of June compared with an average of 780 a year during the last 20 years.

Only in 1977, when 583 were killed in the Tenerife runway

AIR DEATHS			
Year	No. killed	No. injured	Fatal accidents
1965	437	1,034	21
1966	437	1,034	21
1967	437	1,034	21
1968	437	1,034	21
1969	437	1,034	21
1970	437	1,034	21
1971	437	1,034	21
1972	437	1,034	21
1973	437	1,034	21
1974	437	1,034	21
1975	437	1,034	21
1976	437	1,034	21
1977	583	1,034	21
1978	437	1,034	21
1979	437	1,034	21
1980	437	1,034	21
1981	437	1,034	21
1982	437	1,034	21
1983	437	1,034	21
1984	437	1,034	21
1985	913	1,034	21

collision between two jumbo jets, were more people killed in the first half of any year in the past decade.

Users of personal data must register

Users of computerized personal information will be required to register under the Data Protection Act from November 1, Mr Leon Brittan, Home Secretary, announced yesterday.

Data users and computer bureaux will have six months until May 1 next year to register after that holding or processing personal data by an unregistered person will be a criminal offence.

There will be a registration fee, likely to be about £30, with forms available at main post offices.

The Act became law last July but its provisions are being phased in over three years. Its prime purpose is to protect the individual against the misuse of personal details and against

damaging inaccuracies. Those registered must adhere to a code of practice.

Under the Act, aggrieved individuals are already able, in certain circumstances, to claim compensation.

By late 1987, when the legislation is in full operation, people will have the right to examine information about them on computer systems.

The Home Secretary's announcement, in a Commons written reply, coincided with publication of the first report by the Data Protection Registrar, Mr Eric Howe, who said that he had so far received 11 complaints.

Database, a subsidiary of Thorn EMI, has won the contract to develop and run the Data Protection Register.

Fire victims to bring test case

From Peter Davenport Bradford

Solicitors representing 120 of those injured, or bereaved in the Bradford football ground fire agreed yesterday to co-ordinate their efforts to win compensation. They intend to bring a test case within a few months to establish liability.

Bradford City Football Club is seen as the main target of any writ, but there may also be action against West Yorkshire County Council and the Health and Safety Executive, after evidence given at the public inquiry conducted by Mr Justice Popplewell.

Forty-five solicitors representing the injured and families of the 55 dead met for two hours at Bradford City Hall yesterday on the initiative of the local law society.

Later, the society's spokesman, Mr John Eaton, said it had been agreed in principle to co-ordinate all claims.

Once liability was established, it was hoped that compensation claims could be settled out of court.

It is expected that claims could total between £5 million and £10 million.

Jewellery taken in murder case

Police investigating the attack on a woman aged 74 and the murder of her gardener yesterday valued at £3,500 was stolen.

Early on Sunday morning three masked, armed men broke into Mrs Ellen Ditcher's home in Oldham, near Macclesfield. They shot her six times and shot dead Mr Bill Austin.

College cleared

No one will be prosecuted after a cannabis investigation at Marlborough College, Wiltshire, six weeks ago, the police said yesterday. One pupil has been expelled and 10 others suspended.

Doubts on blood pressure drugs

By Thomson Prentice Science Correspondent

Drugs on which the National Health Service spends £120 million a year fail to reduce substantially the risk of heart attacks and strokes in people with mild high blood pressure, according to the results of a 12-year study by the Medical Research Council.

Rather the drugs can cause impotence in men and other side effects including gout, diabetes, dizziness and nausea.

The research cost £4.5 million. More than 17,000 volunteers were given either the drugs or placebos for more than five years. About half the number were women.

Between 15 and 20 per cent of the group suffered side effects and withdrew. They included 148 men who became impotent. Their virility as restored within about six weeks of stopping the treatment.

The trial showed that approximately one stroke will be prevented if 850 mildly hypertensive patients are given such drugs for one year.

The drugs used in the study were bendroflumazide and propranolol, two of the group of anti-hypertensive drugs which cost the health service £120 million a year. Brand names include Neco-Nalox and Inderal.

The study failed to show that using the drugs could reduce the incidence of heart attack. That outcome was disappointing. Professor Geoffrey Rose, one of the working party on the study, said yesterday.

It was impossible to predict from the results which people with mild hypertension are the most likely to suffer a stroke if achieved only at the expense of involving a substantial percentage of people in adverse reactions to the drugs, mostly but not all minor," the Medical Research Council said.

The results leave family doctors to weigh up the potential benefits of putting such patients on the drugs and the possibilities of adverse reactions. The drugs have been shown to benefit patients with severe high blood pressure.

Evidence that the drugs could cause impotence emerged in 1981 and was published in *The Lancet*. Since then GPs are likely to have avoided prescribing them to young male patients. The study involved men and women aged between 35 and 64.



The Princess of Wales arriving at St Marylebone Church, north-west London, yesterday for a graduation ceremony as president of the Royal Academy of Music.

Operas need more funds from State

By David Hewson, Arts Correspondent

Opera companies face a retrenchment in their activities unless there is an increase in state funding, a study commissioned by the Arts Council said yesterday. The report said that an extra £550,000 was needed to keep provincial opera companies working at their present level, or the money would have to be taken from the budgets of national companies, such as the Royal Opera House, Covent Garden.

The other course would be for provincial companies to

make sweeping cuts, halving their touring commitments by 1988.

The report showed that opera was the council's most expensively subsidised art.

Each ticket sold in the provinces received a £22 subsidy, compared with £26 for the Royal Opera, and £24 for the English National Opera. But opera ticket prices have

risen, making the financial contribution from seat sales much larger, and achieving fuller houses than drama and dance.

Lady Robertson's killer is jailed for four years

A robber who killed Lady Robertson, aged 80, when he took her purse was jailed for four years at the Central Criminal Court yesterday.

John Livingstone, aged 23, of no fixed address earlier was found guilty of her manslaughter and robbing her of £30 in June 1982. The jury acquitted him of murder.

He was charged in April 1984 while serving a five-year prison sentence for burning down a school, causing £93,000 damage and having articles for arson.

Judge Michael Underhill, QC, said he accepted that Livingstone had not intended to hurt Lady Robertson or cause her serious injury.

He had spent much of his life in hospital and prison and there was a danger of his becoming "institutionalised".

Lady Robertson, the partially-blind widow of General Lord Robertson, a former

chairman of the British Transport Commission, died two days after suffering internal injuries from blows to the stomach.

She was attacked as she returned to the home of her sister-in-law, Helen, Lady Vincent, at Rutland Gate, Kensington, after a shopping trip.

Mr Timothy Cassell, for the prosecution, said that Lady Robertson, of Oakridge, Rodmorton, Cirencester was staying at Lady Vincent's home during a visit to London.

She was found in a distressed state at the rear of the flats and was taken to hospital. She had an operation but died next day in spite of intensive care.

Mr Michael Self, QC, for the defence, said that when Livingstone read of her death he was "filled with despair". It was on his conscience until he confessed to a fellow-prisoner who told the authorities.

Happiness is looking at a video

A survey carried out by Gallup Poll shows that Britain is one of the happiest nations in the world, and part of it is because of the video revolution, an expert said yesterday.

Happiness for thousands of Britons is the whole family watching a video film on a Saturday night while eating a Chinese or Indian takeaway meal, Mr Gordon Heald, managing director of the Social Surveys Department of Gallup, said.

Mr Heald told a conference of the British Nutrition Foundation at the Huddersfield Polytechnic, that he recently carried out a poll for the governments in 27 countries to measure the happiness of their populations. Britain came top with more than 70 per cent of Britons saying they were happy.

Mr Heald told the conference that only 19 per cent of British men thought they were overweight compared with 31 per cent of women and there was a link between those figures where happiness was concerned.

Those who were very worried about food they ate and about being overweight were less happy than those who were not concerned.

Anglers may fight worms case

Two of three anglers charged with wilfully disturbing, molesting or killing lugworms on a nature reserve in Northumberland are researching aspects of the law with a view to denying the offence.

That was disclosed yesterday by Mr Mark Hudson, for the prosecution, when the case against Edwin Doyle, of Sheerwater Way, Blyth, and Ian Galbraith, of Starlight Crescent, Seaton Delaval, was called at Alnwick Magistrates' Court. Philip Smithson, also of Sheerwater Way, pleaded guilty by letter, but the cases against all three were adjourned until August 14.

The offence, which carries a maximum penalty of £20, is alleged to have taken place at Budle Bay, near Bamburgh, part of the Lindisfarne nature reserve, where the Nature Conservancy Council has introduced a ban on bait digging.

The case, believed to be the first of its kind in England and Wales, started at Berwick Magistrates' Court last month but had to be adjourned when it was established that the bay was outside the court's jurisdiction.

Cases against seven others charged with contravening a by-law and digging for worms at Bow Newton on the Northumberland coast were also adjourned.

Doctors to join in faith healing study

By Nicholas Timmins, Social Services Correspondent

The Confederation of Healing Organizations which represents 7,000 spiritual and faith healers, has persuaded doctors to take part in scientific evaluations of whether healing has any effect.

Studies on whether healers can affect rheumatoid arthritis, cancer, terminal cancer, persistent pain such as neuralgia, and even worms in horses and skin diseases in dogs, are to be set up during the next four months, Mr Denis Haviland, chairman of the confederation, said yesterday.

The programme, which will involve the co-operation of doctors in London, Ipswich, Leeds, and Liverpool, would be "the most comprehensive scientific assessment of healing that has ever been undertaken", he said. "We are not trying to show that healers can necessarily produce cures, merely that they have an effect which can be scientifically measured".

Mr Haviland said that cataract patients would be measured at the Institute of Ophthalmology before and after "healing" to see if there was any effect. "Cataract is progressive, there is very seldom spontaneous remission, there is no

Rockall man home after vigil

By Ronald Faux

Tom McClean returned home to Mullagh yesterday after spending 40 days in the wilderness of the Atlantic on Rockall, that small and controversially British outpost 240 miles offshore.

The former soldier and lone Atlantic sailor was fit and well and able to do hand-stands. He appeared to have thoroughly enjoyed the self-imposed solitary confinement, living in a wooden box measuring little more than an average coffin, bolted to the rock.

With only the wind and waves for company he spent his days thinking, reading and painting a large Union Jack in help from the top of the rock, which until now has been decorated only by the droppings of passing seabirds.

His stay has raised several thousand pounds for a local scanner appeal and may have done something to consolidate Britain's claim over Rockall against those of Ireland, Iceland and Denmark. One authority on territorial matters pointed out yesterday that under the Law of the Sea Convention of 1982, which has not yet come into force, islands can only generate their own continental shelf if they can sustain human habitation or economic life.

Tom McClean's stay could be argued to help that claim but the strongest support for British ownership must arise from the party of Royal Marines who landed there in 1955.

Wood treatment firm cruel to roosting bats

By Our Agriculture Correspondent

A timber treatment company in Wales has been fined £50 under the Wildlife and Countryside Act 1981 for intentionally damaging a bat roost in the roof of a farmhouse near Carmarthen, Dyfed.

The prosecution was brought by Dyfed-Powys police at the instigation of the Nature Conservancy Council, which said the NL Damp-proofing, of Kidwelly, has used a proprietary anti-woodworm product containing Lindane, which is lethal to bats.

Since 1975 protection has been given to two rare species of bat, the greater horse-shoe and the mouse-eared. The 1981 Act extended protection to all species because of their rapid rate of decline.

Bats, which are harmless insect-eaters, traditionally roost in caves or hollow trees

Controls on home air fares eased

By Michael Bailey Transport Editor

Britain's domestic air fares will be freed from controls later this year, the Civil Aviation Authority announced yesterday.

From September 1, airlines will be free to set their own fares without seeking CAA approval, and without public hearings which have often inhibited competition.

The move goes some way towards the deregulation practised in the United States, and could result in price cuts.

The CAA has stopped short of American-style freedom by reserving the right to disallow fares it regards as predatory, and the right to refuse fare access to any route by airlines.

Small independent airlines fear that big companies, such as British Airways, which already has 40 per cent of domestic traffic, could drive them out of business if CAA protection were withdrawn.

Three died 'in new house bid'

A man who set fire to his council home as a way of getting rehoused caused his wife, son and girl friend to be burnt to death, Newcastle upon Tyne Crown Court was told yesterday.

Mr Kevin Goodfellow, aged 24, sprinkled petrol over furniture at the house in Pallion, Tyne and Wear, and broke a window to make it look as if a bomb had been thrown in, Mr Martin Bethel QC, for the prosecution, said.

Mr Goodfellow managed to rescue his son Michael, aged four, and baby Donna, questioned by police, he struck his story that youths had started the fire.

Mr Goodfellow denies the manslaughter of his wife, Sarah, aged 22, their son, Darren, aged two, and his girlfriend, Miss Jillian Stuart, aged 21. He also pleads not guilty to arson.

The trial continues today.

Laura Ashley goes public to finance new factory

By Patricia Wheatcroft

Mrs Laura Ashley and her family will soon be joining the ranks of stock market millionaires. Within the next six months the company, synonymous with frilly frocks and flowery wallpaper, will be selling its shares to the public in a deal which will value the company at about £200 million.

The Ashley family owns almost all of the shares at present, and intends retaining in control of the company, although it will be selling at least 25 per cent of Laura Ashley PLC.

Laura Ashley is an unusual company in that it not only manufactures but also sells most of its goods. What began 30 years ago as a home-based fabric printing operation now produces and sells more than £100 million worth of clothes and soft furnishings a year.

In the year to the end of January the company made profits of £14 million on sales of £112 million, of which £104 million was in Laura Ashley shops round the world. Seventy-three of those shops are in Britain, but it is in the United States where growth is fastest.

The company has 55 shops in the US and plans soon to open another 25. The American market has apparently taken to

the Laura Ashley look with all the enthusiasm previously given to Burberry.

In spite of its "folky" family image, Laura Ashley is a slick and professional company with a carefully assembled collection of managers to back up the family. Mrs Ashley oversees the company's design policies and her husband, Bernard, is the entrepreneur who has built up the company.

Laura Ashley's first big factory was built in Wales and the second in The Netherlands, where the authorities were keen to encourage new employers by offering generous incentives.

Last year the company announced that it wanted to build an £8 million factory, but that its wish to build in Wales might be overcome by the attraction of grants being offered in The Netherlands.

After intervention from the Government, Wales was able to offer subsidies of more than £2 million and keep the new factory. Due to open next year, it is partly to fund that plant that the company has decided to go public.

Stockbrokers and bankers are now putting a price on shares in Laura Ashley, which employs 3,400 people and could make profits of £20 million this year.

An empire founded on tea-towels

The Laura Ashley fashion empire founded on a patterned tea-towel 30 years ago was celebrating last night the announcement it is to seek a stock market listing in modest style.

The reclusive Mrs Ashley, whose name has become synonymous with Mother Earth floral prints and frills, was leaving the west country with her mother.

Her husband, who she readily admits is the driving force behind the company - it was given her name after he refused to put his name to a tea-towel - was in the West End inspecting a few of the 180 shops located worldwide.

"It is still the same business. We are just adding a few nights on the end of it," Mr Bernard Ashley said between inspections yesterday.

"The idea behind the Laura Ashley company has always been to make comfortable products, to make them available to as many people as possible," Mr Ashley said.

"Our customers, though growing in numbers have been very loyal over the years. While we appeal to the more modest buyers abroad, we appeal to the home-makers here."

"Our success is due to other people in retailing and manufacturing. It is people who come first, employees and customers. Our employees still have a say

in how the company is run although they don't report directly to us any more."

"Our fashion and furnishings have always been classical rather than radical. Our aim has always been to make people feel comfortable."

Among the main initiatives planned for this year the company, still based in the heart of rural Wales, is breaking on to the lucrative Japanese market.

This global expansion is a far cry from the small workshop the Ashleys set up in Pimlico in 1953 to produce table mats, tea-towels and aprons.

Born Laura Mountney in Wales in 1925 she was brought up a strict Baptist and said: "The idea of four babies, cooking, sewing and looking after the home suited me perfectly." Printing line-cuts on the kitchen table came as a diversion when the couple's four children were young.

Bernard Ashley, aged 58, gave up his job in the city when the orders for his wife's work became too much.

In spite of the multi-national organization, the company is essentially a family business. The couple's four children manage different sections of it.

Leading article, page 11

HARRODS SALE

starts friday 12th july 9am to 6pm

Attractive Reductions in the Man's Shop



Illustration	Orig. Price	Sale Price
Two-piece suit from Gievesy Cotton shirt	£205	£145
Cape silk tie and handkerchief set	£29	£16
Reversible leather belt	£30.50	£18.95
Not shown: Examples		
Jackson sports jacket	£150	£85
Silk single-breasted blazer	£145	£85
Diamond trousers	£80	£55
Classic cashmere V-neck sweater	£105	£79
Wiltshire & Key pure cotton shirt	£26.50	£23.95
Woven silk tie	£15	£7.50
Leather shoes, Oxford, brogue or slip on	£59.95	£45.95

Man's Shop. Ground Floor. Personal shoppers only. All reductions are from Harrods previous prices.

Sale Opening Hours Until Saturday, 20th July 9am to 6pm. Wednesdays 9am to 7pm.



PARLIAMENT JULY 10 1985

Tax plea to US

Liverpool warned

Bus Bill

Commentary

Patience with Liverpool is running out

LOCAL GOVERNMENT

Mr Patrick Jenkin, Secretary of State for the Environment, told the Commons that he had no power to send commissioners into Liverpool and said that Liverpool City Council should use the time it was given last year to try to get more efficient services and better value for money so that the city could live within its income.

It was because Liverpool councillors had failed to do this that they faced serious problems. Parliament's patience was running short, he added. The law would take its course as the district auditors proceeded with their normal process. But he hoped the city council would put its house in order.

Mr Jenkin was replying to MPs including Mr David Alton, (Liverpool, Macclesfield, L) who said the councillors had brought the troubles on their own heads because they had practised policies of self-immolation. He asked Mr Jenkin, however, not to send in a commissioner because he would be seen as the Prime Minister's henchman. The law should run its natural course.

Earlier Mr Robert Parry (Liverpool, Riverside, Lab) said Liverpool was in this mess because of the previous Tory-Liberal coalition. It was a disgrace that Liverpool councillors could be blamed from office or even jailed for carrying out pledges to their electors.

Mr Jenkin said the district auditor was an independent official and he (Mr Jenkin) had no power to control him in the performance of his duties.

But it is a fallacy (he added) to imagine that the problems besetting Liverpool City Council are the makings of their predecessors. Mr Jenkin, who had said he had no plans to meet the council leaders to discuss the council's recent rate decision, was ready to meet Liverpool MPs if they wanted to talk.

Mr Anthony Favell (Stockport, C) drew protests from Labour MPs when he said Mr Jenkin should remind the people of Liverpool that they are heavily dependent on the charity of ratepayers of other parts of the country and that many of these hardworking people resent their money being paid down the bottomless hole which the Liverpool leaders seem determined to make.

Mr Jenkin replied that the Government had thought it right to give substantial aid to Merseyside in general and to Liverpool in particular. The Government now looked to the city council to do more to help itself.

He would not say, for instance, if cost Liverpool City Council twice the number of rounds and 25 per cent more staff to collect refuse than was used by Birmingham which was twice the size of Liverpool.

That is an example (he said) of the woeful inefficiency of Liverpool City Council.

ALTON: They practised policies of self-immolation

Mr Eric Heffer (Liverpool, Walton, Lab) said Mr Jenkin should repudiate what Mr Favell had said. Neither the people of Liverpool nor those from anywhere else (he said) are getting charity from anyone (Interjections).

While many of the problems had been caused by the previous administration in Liverpool the basic problem was that the rate support grant had been drastically cut by the Government over the years and, secondly, that it had also cut the housing investment programme there.

Mr Jenkin said that if the city council was prepared to tailor its budget to live within its means it could have a rate support grant of £118 million and could manage its services with a very modest rate rise.

Mrs Edwina Currie (South Derbyshire, C) asked why should others fork out a lot of money for Liverpool when the money could be better spent on their own ratepayers and taxpayers.

Mr Jenkin agreed. Parliament's patience was running short he said. He added, amid laughter, that he had no knowledge of "planted" questions.

Mr John Wheeler (Westminster North, C) asked if the Home Secretary had decided on changes to the immigration rules to comply with the recent judgement of the European Court of Human Rights.

In his written reply, Mr Britton said: Yes. In order to comply with the judgement it will be necessary to change the immigration rules so that the provisions for the admission of husbands and wives for settlement are brought into line with each other.

The Government therefore proposes to allow husbands to join women who, though not British citizens, have permanent residence here, and to apply to wives seeking admission for settlement (other than wives to whom the provisions of section 1(5) of the Immigration Act 1971 apply) the requirements, including the requirement to satisfy the entry clearance officer that the marriage was not entered into primarily for immigration purposes, which at present apply only to husbands.

The opportunity will be taken to clarify and strengthen the provisions of the existing rules relating to maintenance and accommodation and the entry clearance officer will be required to be satisfied that the accommodation will be available for the partners to a marriage, and for any children, and that they will be able to maintain themselves without recourse to public funds.

Similar changes, including the introduction of an entry certificate requirement for fiancées, will be made to bring the provisions for the admission of fiancées and fiancées into line with each other.

I am satisfied that these changes, taken together, will enable us to comply with the judgement in a way that preserves the firm and fair immigration control which the Government has fully committed.

I intend to lay before Parliament on July 15 a statement of the necessary changes to the immigration rules to give effect to these decisions.

Mr Geoffrey Knapp, chief opposition spokesman on home affairs, initiating the protests to the Speaker, said the question had clearly been put down at the instance of the Home Secretary who, on July 10, had told the House that he had announced shortly the Government's plans for making the necessary changes.

The implications of that to a large number of people who were going to come to this House, and make an announcement on the Government's decision on a matter of enormous constitutional importance and also a matter of great human importance to many thousands of British women living in this country.

The written answer would be available to the news media and subject to the news management of last year's Bill. His suspicion was the failure to remove it was at least in part the result of prejudice of this Government against some of the institutions, co-operatives to particular.

This amendment sought to restore the justice provided to 1972 by the then government. Yet the justice provided in 1972 had been removed. Co-operatives were now taxed at full commercial rate.

More and more co-operative societies seemed certain to be affected because, under the new legislation, they would be treated as companies, with all the tax implications of companies.

The Sheffield Society, for example, under the Government's proposal would have to pay £25,000 in tax compared with £5,000 last year.

Mr Ian Wigglesworth (Stockport South, SDP) supported the amendment. He said it would help co-operative societies, particularly the welcome new form of co-operative housing associations.

Mr Roger Freeman (Kettering, C) said he supported co-operatives, but there was no way in which they could avoid a general argument about companies in relation to their dividends. Those varied from industry to industry and whether they were in recession or in boom.

Mr Stuart Randall (Hull West, Lab) said already the Government's action was crushing friendly societies to the extent that a chief of the Association of Friendly Societies was saying that the societies could become extinct.

Mr Peter Horsfield (Horsham, C) said he did not believe the new clause made its case and the fewer distortions there were in corporation tax the better.

Mr Ian Stewart, Economic Secretary to the Treasury, said he would see the amendment as a matter of principle, and he would support it.

There was no case for a special tax rate because industrial and provident societies were not disadvantaged by having to pay a rate which was paid under the old system.

All that was happening as a result of the 1984 changes was that societies were being brought back to the normal and ordinary basis of tax charging.

The new clause was rejected by 267 votes to 197 - Government majority 70.

Correction

In the report of his question to the Prime Minister about husbands' rights of entry to this country, reported in the Parliamentary Sketch of July 5, it should have been made clear that Mr Andrew Faulds was referring only to those who "have gone through the marital rites".

Bill to allow trade sanctions

South Africa, a division was called off for lack of tellers.

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Israeli settlers found guilty of terror attacks on Arabs

From David Bernstein, Jerusalem

Israel's most politically controversial trial ended in the Jerusalem District Court yesterday with the conviction of three Jewish terrorists on charges of murder and 12 others on charges of attempted murder, manslaughter, membership of a terrorist organization and conspiracy to blow up the Dome of the Rock on Jerusalem's Temple Mount.

The panel of three judges found Manahem Livni, the chief defendant and leader of a Jewish terrorist underground operating in the occupied West Bank between 1980 and 1984, guilty of premeditated murder for his part in the August, 1983, massacre at Hebron's Islamic College in which three Palestinian students were killed and many more were injured.

Livni was also found guilty of causing grievous bodily harm in planning the June, 1980, bomb attacks on three prominent West Bank mayors, which badly injured the Mayor of Nablus, Mr Bassam Shaka, who lost both legs, and the late Mayor of Ramallah, Mr Karim Khalas. The third target, the Mayor of Al-Bira, Mr Ibrahim Tawil, escaped injury. The prosecution had demanded a conviction of attempted murder but the three judges ruled that the attempt had been to injure and not kill.

The court also found Shmuel Nir and Uzi Shabbarat - like Livni, residents of the restored Jewish quarter in Hebron - guilty of murder for their part in the 1983 campus massacre and of attempted murder, for planting booby-trapped hand grenades in two Hebron mosques. No one was hurt in the latter incident.

All three will receive life imprisonment for their involvement in the Hebron college massacre, the mandatory sentence under Israeli law for premeditated murder.

The 12 other defendants convicted yesterday will receive shorter terms for their involvement in the 1980 and 1984 attacks, a conspiracy to blow up the Dome of the Rock and last year's abortive attempts to blow up several Arab-owned buses in the Jerusalem area - the incidents which led to their arrest 14 months ago.

The court began hearing pleas for leniency before sentence is passed. These included an impassioned critique by Lieutenant-General (Reserve) Rehavam Ze'evi, a former adviser on terror to the Prime Minister, of what he claimed was the Government's "soft" policy on the occupied West Bank since the late 1970s.

General Ze'evi alleged that bankers had been allowed to get totally out of hand. "The terrorists had dared to lift their heads," and the Jewish settlers there had been left with no choice but to take matters into their own hands.

This was the line of defence taken by the defendants but rejected by the court earlier this year, an action which led to the 15 men standing trial to dismiss their lawyers and refuse to testify.

The trial has been a subject of intense public debate in the past 14 months, which came to a head in May after Israel's release of 1,150 convicted Palestinians in return for three



Manahem Livni, convicted terrorist leader talks to his wife during a court recess

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Israelis captured in Lebanon. This provoked a widespread call for the dropping of all charges against the 15 defendants still standing trial and clemency for the 10 already convicted and sentenced in a series of plea-bargaining deals.

The issue strikes at the heart of Israel's delicate internal political balance, as the clemency cause has been universally endorsed by all the country's religious parties, which hold the key to any narrow-based coalition should the present fragile National Unity coalition fall apart.

This is a particular dilemma for the Labour Party which, unlike Likud, has been openly critical of the terrorist underground. But it is now unlikely to stand in the way of the call for clemency that is certain to follow sentencing, as this would totally alienate the religious parties and dash any hope Labour may have of forming a government without Likud.

Opposition sure of poll fraud Mexico's rulers say all seats are theirs

From John Carlin, Mexico City

Mexico's ruling Institutional Revolutionary Party (PRI) says that it has won every seat in the National Congress in all seven state governments disputed in elections last Sunday.

Since the PRI Government controls Mexico's electoral machinery, one in the Opposition doubts that these results will be confirmed when the official figures are announced this weekend.

The country's two main opposition parties - the conservative pro-Reagan National Action Party (PAN), and the Communist United Socialist Party (PSUM) have said they are certain that President Miguel de la Madrid's party carried out massive electoral fraud.

Among the many vote-rigging methods reported to have been used on Sunday, the crudest were seen in what were expected to have been the hotly disputed northern US border states of Sonora and Nuevo Leon. For example, Nuevo Leon's leading newspaper said that 10 polling stations armed men known to be with the PRI had taken away all the ballot boxes. With or without guns, ballot boxes all over Sonora and Nuevo Leon were seen to have been forcibly requested by PRI supporters, never to be seen again.

The polling districts where such actions were reported were felt to have been safely in the electoral control of the opposition.

In the capital of Nuevo Leon, Monterrey, 10,000 angry PAN supporters marched through the streets to protest about electoral fraud. One group of demonstrators carried a coffin with the label "RIP democracy" on it.

In Sonora, anti-government demonstrations are being threatened, but the level of intimidation by the police is such that the Opposition appears to be losing its stomach for a fight.

Dejected more than angry, PAN's campaign organizer in Sonora, Senor Norberto Corella, said: "We have been elected for 21 years and I have never seen a dirtier election than this one."

Sunday's elections had been viewed by many observers as a test of whether the PRI, which has ruled Mexico since 1929 and has never lost an election for President or state governor, would allow something resembling a democratic role for the Opposition.

Mystery credit baffles experts

From Frank Johnson, Bonn

East Germany has raised a credit of \$600 million (£430 million) in London, and no one here knows what it is for.

Possibly the simplest, and least sinister, of the several explanations being offered by experts is that the \$600 million of credit is as useful to East Germany as to any other country, and that the money will be used to modernize industry.

It is also a means by which East Germany demonstrates that, after the fear which such countries as Poland caused to the Western banking system earlier in the decade, it is one of the few Communist economies that is creditworthy.

But more subtle explanations are also on offer. One is that East Germany's creditworthiness was used to raise money, which in reality will be dispersed by the Soviet Union. The credits will be spent by the Soviet Union either on its own economy or on such clients as Cuba, financial support for whom has always been a drain on Soviet resources.

Another possibility involves the opposite: that the credits were obtained without the Soviet Union's approval or detailed knowledge, in anticipation of the Gorbachev regime allowing much less freedom to its East European satellites than was originally hoped.

Last year the Soviet Union, by preventing a visit to West Germany by the East German leader, Herr Erich Honecker, showed its ability to stop the emergence of anything resembling an independent East German diplomacy.

East Germany wants to collect as much credit from the West as possible before any further demonstration of Soviet constraints. A recent Soviet magazine article, urging East Germany to be ever vigilant for West German "revanchism", is offered here as evidence of this interpretation of what lies behind the credit.

Invoking West German revanchism is the traditional "code" for Soviet reminders that East Germany must always, by definition, be part of the East.

The credit was raised among almost 100 Western and Japanese banks.

Greeks urge US to end travel boycott

From Mario Modiano, Athens

Greece has asked the United States to end at once its travel boycott of Athens airport, which seems to be harming Greek tourism much more than Greek officials have been willing to admit.

Mr Yiannis Haralambopoulos, the Greek Foreign Minister, called in Mr Monty Stearns, the US Ambassador here, to protest against the American Government's failure to revoke its "travel advisory" urging Americans to avoid Athens airport until its security improved.

The warning was issued by the State Department because of the hijacking by Shia gunmen of the TWA airliner on June 14 soon after it took off from Athens for Rome.

The minister accused the US of conducting a defamatory campaign against Greece which was harming Greek interests. He seemed particularly disturbed that the "travel advisory" should have been withdrawn although a survey team of the International Air

Transport Association (IATA) had found security conditions at Athens airport adequate.

IATA's security chief, Mr Rodney Wallis, is due here today to discuss with Greek officials the organization's recommendations for improved security at the airport. The US Government is believed to want a firm Greek commitment that this time this advice will be adhered to, before withdrawing the "advisory".

Greek police sources indicated that 250 extra policemen had been assigned for airport duty after the hijacking, and that work had begun for the construction of a security fence round the airport's 11-mile perimeter.

A high-powered delegation led by Mr Nikos Skoulas, the secretary-general of the Greek Tourist Organization, leaves for the US today on a seven-city tour to "dispel the misgivings created by the US Government's sanctions against Greece".

OAU seeks world conference on debts

Addis Ababa (Reuters) - African states were expected to press for a world conference on the continent's \$470 billion (£124 billion) debts at a two-week Organization of African Unity meeting that started yesterday.

Faced with an unprecedented economic crisis, African governments have decided to devote their annual summit to the continent's economic woes and how to solve them.

Proposals being circulated to foreign ministers, who began a preparatory session yesterday before the July 18-21 summit, call for an international conference with a view to developing a suitable framework for tackling Africa's external debt.

The proposals also call for increased soft loans from both governments and world financial institutions, easier rescheduling terms, and the conversion of some government-to-government loans into grants.

African diplomats said there was unlikely to be much support for calls by some more radical states to declare a moratorium on Africa's debts, which the proposal estimates will exceed \$170 billion by the end of this year.

The document says concessional loans to Africa represented 62.5 per cent of all credits to sub-Saharan Africa in 1972, but dropped to 47 per cent in 1983. Debt servicing rose from 19.18 per cent of export earnings in 1982 to 27.4 per cent in 1983.

In 1982 Africa's total debt was 51 per cent of gross national product and 59 per cent in 1983. African countries recognize that external debts are obligations they have contracted and which they must honour," it says.

But it adds: "In view of the special situation as compared to other developing regions, the countries will need longer grace and repayment periods and increased concessional resources in order to restore growth and thus be able to meet their debt-servicing obligations."

The proposals also call on African states to work together to solve their food crisis by giving priority to farm output, better prices to farmers and regional co-operation.

It is the first OAU summit to centre on economics since heads of state in Lagos five years ago drew up a blueprint to speed Africa's economic integration and development.

The Lagos plans of action urged member states to work together towards continental-wide self-sufficiency in food and a common market by the year 2000.

Several thousand women from all parts of the world have arrived here for the biggest women's events ever seen in Africa - the UN conference marking the end of the Women's Decade and a forum of non-government organizations and women's groups.

Every plane landing in the Nairobi airport brings dozens, and sometimes hundreds, more participants. The two events will attract an estimated 10,000 delegates, observers, media representatives and fringe participants.

Nairobi has given a face-lift for the occasion - potholes have been filled, city centre buildings repainted, and traffic lights repaired. The university halls of residence, which will be used to supplement the hotels, have been repaired, refurbished and generally spruced up.

Prostitutes, beggars and other idlers have been cleared from the Nairobi streets, and numerous police patrols are in evidence to ensure that conference participants can walk the streets in safety.

With all hotel accommodation reserved for conference participants, four organizers have had to move visiting tourists away from Nairobi as soon as they arrive.

Sri Lanka frees 643 suspects

From Vijitha Yapa, Colombo

Sri Lanka will release 643 people held under the country's controversial Prevention of Terrorism Act, the Government announced yesterday.

The reason for the release was given as lack of evidence. The Cabinet spokesman and Minister of State, Dr Ananda Tissa de Alwis, denied reports from Madras that the government delegation currently meeting six Tamil groups, in an effort to find a solution to the island's ethnic crisis, had agreed to the release of 500 terrorist suspects.

He said the delegation could not give such an undertaking and that it was mere speculation by some parties.

Meanwhile, the Government had lifted a curfew in force in five districts of the Tamil-dominated northern province since November.

Stacy Keach will return to TV

From Ivor Davis, Los Angeles

Despite spending six months in Reading Prison for trying to smuggle cocaine through a London airport, actor Stacy Keach, aged 44, will keep his TV job as television's detective Mike Hammer.

The actor will return to American TV next season in a new two-hour film, which will be used, it is hoped, to spin off a new season of *Hammer*, the old-fashioned detective created by best-selling author Mickey Spillane. CBS television said it would give Mr Keach a second chance after a study of the public's reaction to his drug arrest last year in Heatstroke.

While Mr Keach was in jail, his agent and manager Jay Bernstein, a noted American cities trying to rally public support for the actor.

Mr Keach was released from Reading Prison last month after serving six months of his



Stacy Keach: Second chance for actor.

nine-month term for trying to smuggle cocaine.

The new *Hammer* will have some changes, said Mr Bernstein, including the addition of a female policeman, who, as a modern woman, will counteract some of *Hammer's* anachronistic views.

EEC tackles the soccer hooligans

From Ian Murray, Luxembourg

All the EEC sports ministers are to be sounded out by the European Commission on the possible need for Community law against violence in sport.

Mr Peter Sutherland, the Commissioner responsible for social affairs, told the European Parliament in Luxembourg yesterday when members debated a report on ideas for stamping out hooliganism of sporting events.

Mrs Jessica Larive-Groenendaal, the Dutch Liberal MEP who prepared the report, said the idea was not to do away with football but make it safe for people to watch it. She favoured setting up what she

called "a European white list" of fans with a clean record, who would be given a card to let them into sports grounds.

Anyone who misbehaved would lose the card for at least two years and could then attend matches only after undergoing a body search for weapons and being vetted by security guards.

Other ideas in the report included providing entertainment before and after matches "to prevent bad behaviour arising from boredom" and the creation of three annual EEC prizes for fair play: one for an individual, one for a team and one for a supporters' club.

The report also supports

ideas such as a ban on the sale of alcohol, building football grounds to EEC standards, and confiscation of banners and flags which could incite violence.

Mr Bryan Cassidy, Conservative member for Dorset East and Hampshire West, was concerned that there was no mention of the responsibility of football authorities. In Britain, he said, they were "a reactionary bunch of deadbeats".

● LIVERPOOL: Officials from Liverpool's two big football clubs are to join a think-tank group set up to tackle football violence. (Our Correspondent writes.)

After the drought, rains hit Sudan Flash floods strand famine convoys

From Paul Valley, El Geneina, Sudan

Unusually heavy rains have hit the famine-affected west of Sudan, throwing an already faltering international relief effort into disarray.

Azerny, a camp which houses 20,000 Chadian refugees, has been cut off by the destruction of a bridge between the camp and its main supply town, Geneina. The worst floods in half a century swept away the 20-ft-high bridge of steel and concrete built by the British 35 years ago.

The camp, which earlier this week had its first delivery of food for more than a month, has just enough sorghum to last for two days. More than 20 tons of grain intended for Azerny arrived here by plane in the EEC airlift two days ago. It is now stranded in stores in Geneina, which has itself been cut off from the outside world by the floods.

The one surviving link was severed yesterday with com-

pletion of the last two flights by the German Air Force. The three Luftwaffe planes working here for the past month have finished their tour of duty and will return to Germany today and Monday.

The flooding has also halted plans by a team of Oxfam SMITH (L.N.C. member) to work of clean water in the camp, which has had several cholera scares in the past two weeks. The Oxfam equipment

is at present still in Khartoum. Smaller towns and villages, with a total population of several hundred thousand, which should be supplied from Geneina, are still without food. Many have received no international food aid this year.

Local contractors are refusing to transport what little grain has reached the area, because the dirt tracks which pass for roads turn into a quagmire in many places.

Further to the west, the main food distribution centre at Nyala has run out of fuel. Arkel-Talab, the firm contracted by the United States Agency for International Development to distribute its food aid, is working on fuel borrowed from the Save the Children Fund. The supplies will run out in a few days.

The railway line between Kosti and Nyala which carries the fuel has been breached by flash floods in two places. Two people died when a train plunged into one of the wadis which, in spite, had washed the bridge away. The last time similar flood damage was caused it took more than three weeks to repair it.

The SCF representative in Nyala, Mr Michael Dick, said yesterday that the entire region was in chaos with food piling up in all the wrong places and a lack of trucks as well as fuel.

Grain delayed at port

Mr Mark Bowden, deputy director overseas for the Save the Children Fund, who has just returned to London from Sudan, said there was about 40,000 tonnes of cereal in Port Sudan but no road and air deliveries to the areas of need are inadequate (A Correspondent writes).

About 29,000 tonnes of cereal arrived at Port Sudan in the first week of July and a further 33,000 tonnes are scheduled for delivery this week.

The average port offtake rate is 3,500 tonnes per day, but about 1,200 tonnes a day is needed for Darfur alone.

ADVERTISEMENT

ALL PARTY EARLY DAY MOTION OF 158 MEMBERS OF THE HOUSE OF COMMONS, ON THE VIOLATION OF HUMAN RIGHTS IN IRAN

LACE PARTY EARLY DAY MOTION - HOUSE OF COMMONS 369 HUMAN RIGHTS IN IRAN

Mr Alfred DUBS, Sir Bernard BRAINE, Mr Eric S. HEFFER, Mr Cyril D. TOWNSEND, Mr Russell JOHNSTON, Mr Ian GRIST

That this House expresses its deep horror at the continuing violation of human rights in Iran, and especially at the list of 10,300 victims of executions by the Khomeini regime, published by the People's Mojahedin Organisation of Iran and announced by MR MASSOUD RAJAVI, Chairman of the National Council of Resistance of Iran, the list containing 18 women, pregnant at the time of execution, 450 children under the age of 18 years, and 54 parliamentary candidates (in the first parliamentary elections held by the regime); urges Her Majesty's Government to continue its efforts through the United Nations Organisation and other international bodies to pressurise the Iranian Government to respect fundamental human rights; is greatly concerned at the rising trend of state sponsored terrorism shown in the recent hijacking of the Kuwaiti airliner as well as the growing threat, presented by the Gulf war to the peace and stability of the Middle East, and calls upon Her Majesty's Government to step up its efforts towards a negotiated solution to the conflict and effectively prevent any trade in lethal weapons which contribute to the continuing hostilities.

- Alfred DUBS (Vice-Chair, Parl. Human Rights GP) - Eric HEFFER (L.N.C. member) - Sir Bernard BRAINE (Vice-Chair, Parl. Human Rights GP) - P. TEMPLE-MORRIS (Chair, British del. to Inter-Parliamentary Union) - Ian MURRAY (Vice-Chair, Parl. Human Rights GP) - Sir Robert HUGHES (L.N.C. member) - Sir David WALTERS (Chair, C. Mid. East Comm.) - Russell JOHNSTON (L.N.C. member) - Laurence PAVITT (L.N.C. member) - Sir Patrick WALL (C. Pres. to North Atlantic Assembly) - Miss Joan MAYNARD (L.N.C. member) - Richard WAINWRIGHT (L.N.C. member) - John BUNNE (M.E.P., Leader of N. Ireland's S.D.L.P.) - Andrew FAULDS (L.N.C. member) - Sir Geoffrey FINNBERG (C) - Sir Nicholas BONSON (C) - James WAL-LACE (L.N.C. member) - Paddy ASHDOWN (L.N.C. member) - Robert HUGHES (L.N.C. member) - Sir John AMERY (C) - Sir Reginald EYRE (C) - Alex CARLILE (L.N.C. member) - Cyril D. 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French Socialists fall out over allotment of safe electoral seats

From Diana Geddes, Paris

No sooner has one dispute supposedly been settled within the French Socialist Party than another blows up. The latest will be more difficult to sweep under the carpet, as it concerns the constitution of the party's electoral lists for next year's general election and thus affects the hopes and fortunes of scores of potential candidates.

Of the 267 deputies in the National Assembly, about 100 are almost certain to lose their seats under the new system of proportional representation at departmental level. Indeed, if the Socialists get no more than the 22 per cent of the vote which they are currently being attributed in the opinion polls, they could expect to win only about 140 seats.

The critical question is who will get those seats. With proportional representation, no longer depends on the energy or merit of the individual candidate. For he will simply be one of a list of candidates for a particular department, and his place on that list will be crucial for deciding whether he has even a slight chance of getting elected.

Inevitably, a lot of jostling is going on between rivals for the best positions in the safest departmental constituencies. At the party's National Executive Committee at the weekend, when the Fabius-Jospin rift was superficially patched up, it was agreed that the four main groups or factions within the party should be assured, as far as possible, the same proportion of deputies (relative to the Socialist group's total) in the new Parliament as in the old.

That meant that they should be allotted "eligible" or "potentially winnable places" on the

electoral list in proportion to their present distribution within the National Assembly.

Using a total of 160 Socialists in the new National Assembly as a "working hypothesis", this would give the Mauroyist group a possible 29 seats in the place of its present 51, the Ricardians 27, in place of the present 47, the left-wing Cérés faction 19 instead of its present 30, and the Mitterrandists 81 instead of the present 139.

In addition, seven or eight "eligible" places were to be reserved for non-Socialists such as Mme. Huguette Bouchard, the Minister of the Environment, and M. Olivier Stirn, head of the tiny Union Centrist République party that the National Executive Committee decided was to be the limit of the "opening up" of the Socialist Party to outsiders.

Nevertheless most people seemed reasonably pleased and, indeed, surprised that a decision on such a thorny issue had been reached so quickly and with virtually unanimous approval - except for the abstention of the 11 women members of the National Executive Committee. They objected to the low quota of winnable places allotted to women.

At the same time, a row has broken out over plans to designate M. Bertrand Delanoë, the Minister of the Interior, as head of the party's list in the Vaucluse department. All Socialist regional councillors in the department have resigned in protest.

M. Delanoë's present seat in the eighteenth arrondissement in Paris is highly likely to be lost to the Socialists in the next election.



Mr Coard: Arrested by US security men.

19 refused appeal in Grenada

By Henry Stanhope
Diplomatic Correspondent

Nineteen members of Grenada's short-lived Revolutionary Military Council, who are accused of murdering the former prime minister, Maurice Bishop, had their appeal for leave of appeal to the privy Council rejected yesterday.

The decision taken by the council's judicial committee, consisting of four law lords and a visiting judge from New Zealand, means that the murder trial will start as planned on August 8.

The Revolutionary Military Council overthrew the government headed by Maurice Bishop in October, 1983.

Within a week, however, it was itself deposed after the US military intervention and the 19 now accused were arrested by American security men. They include the former deputy prime minister, Mr. Bernard Coard, and his wife Phyllis.

Lisbon seer predicts his poll defeat

From Martha de la Cal
Lisbon

A fortune-teller has joined Portugal's presidential race. Zandanga, a fortune-teller, naturopath and parapsychologist - announced this week he has gathered the 7,500 signatures necessary to make him an official candidate in the January election.

At a press conference in Oporto, surrounded by his campaign committee - which includes a university student, a hotel owner, an ironmonger, a naturopath, an acupuncturist, two industrialists, a gypsy and a retired worker - Senhor Zandanga (whose real name is Maocel Lopes) said he was running for "patriotic reasons" to represent those, like his campaign committee, who, "because they have no organized union behind them have no recourse to strikes but must go on paying taxes that bring them nearer and nearer to hunger".

He said he was a candidate to be taken seriously and compared himself to President Reagan. "If an actor can govern a big powerful country like the United States, I don't see why I could not govern a small country like Portugal," he said.

Senhor Zandanga, whose New Year prophecies have made him famous in Portugal and who acts as a "psychologist" for Portugal's leading football team, refused to foretell the future of Portugal. He did, however, make one prediction - that he would lose the election.

'A SUPERB NEW COMEDY'
by Peter Barnes has just opened at the Barbican

Splendid CAST
A brilliant play
Hilariously funny

RED NOSES
A sprightly priest, Marcel Flote (Anthony Sher) forms a troupe of clowns and God's names who tour the plague-stricken areas of 14th century France putting on shows like a madcap ENSA

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Robert Ponsonby, the BBC's musical chief, asks if the Arts Council has made yet another mistake

Orchestral life cannot be enhanced by decree

The Arts Council recently published a report, *Promoting Regional Orchestral Music* (a happy acronym), and invited this hapless to respond to it. They should.

P.R.O.M. was prepared by the Council's Music Adviser and grew directly out of the propositions made in *The Glory of the Garden*. These, it will be recalled, included the suggestion that one of the London symphony orchestras might be willing to transfer itself to the region which lies east of Birmingham and south of Newcastle - probably to Nottingham. The suggestion was reinforced by the clearly stated threat that, should none be willing to move, the Council would deprive one of the orchestras of its subsidy.

The original suggestion was surely unrealistic, the threat surely impracticable - far, if all four were unwilling to move, there would have been no objective way of penalizing one. In any case the Council appears to have backed down. But the long-standing "problem" of the four London orchestras has not gone away and the solution proposed in the Peacock Report, commissioned by the Arts Council in 1965 - a solution somewhat mischievously invalidated by Lord Goodman, the Council's Chairman, in his introduction to it - has not been revived. (Simply stated, Peacock's principal recommendation was that two of the orchestras should go on to contract and be "appropriately" funded; the other two, though not ineligible for grants, would need to look elsewhere for support.)

P.R.O.M. of course concerns itself with orchestral activity outside London in the Eastern region. Much of that region though lies within commuting distance of London and that, or should be, very relevant to P.R.O.M.'s recommendations. These are, basically, two.

First, that a Regional Orchestral Touring Agency (ROTA) be set up and funded by the Arts Council. It would not promote concerts, but it would assist in planning (sic), co-ordinating and financing concerts by touring orchestras. Where financing was concerned it would seek commercial but not, curiously, local-authority support. It is thought that ROTA would cost £500,000 in its first year, but it is not clear what proportion of this sum would be accounted for by grants to concert promoters.

Now *The Glory of the Garden* stated that the Arts Council would withdraw its subsidy of £185,000 from the Eastern Authorities Orchestral Association (EAOA), a body which has for 20 years organized orchestral concerts in the Eastern and East Midlands regions. The Council suggests that the quality of the playing at the concerts organized by EAOA "is not always at the highest standard" - though it apparently sets the orchestras on a course of self-improvement. The staff of the Council and of EAOA do not see eye-to-eye. Whatever the truth may be, it is frankly surprising that P.R.O.M. does not recommend the development of EAOA, which is experienced and effective, which is based upon local-authority commitment and which, so far as comparisons

are possible, would be cheaper than ROTA, which would have to be set up from scratch in any case. Finally, EAOA does not presume to assist in planning except when asked to do so. In this respect ROTA sounds dangerously like a detached bureaucracy seeking to impose its views on local musical communities.

The second, and more significant, recommendation of P.R.O.M. is that the under-provision of orchestral concerts in the Eastern region be met by the creation of a brand-new symphony orchestra capable of subdivision into two chamber orchestras "and other groupings".

On the face of it that might seem a sensible proposal: the lifetime of the Arts Council (nearly 39 years) has after all seen the creation of two symphony orchestras and several chamber orchestras in London, chamber orchestras in Bournemouth, Newcastle, Edinburgh and elsewhere, opera orchestras in Glasgow, Cardiff and Leeds, and other ensembles, including most notably the London Sinfonietta. Apparently the creation of an orchestra is nothing very difficult.

But there is one crucial difference between what is proposed in P.R.O.M. and the circumstances which have given birth to the orchestras created since 1946: without exception they have been the consequence either of a crying and unmistakable need - or which is perhaps the same thing - of the autocratic dynamism of an individual. Beecham needed the RPO; Legge - or, if you like, EMI - needed the Philharmonia; maturing opera

companies found they could not do without their own orchestras.

But P.R.O.M.'s proposal for an orchestra for the Eastern region carries no such irresistible imperative. Leicestershire would like a chamber orchestra, Cambridge would be willing to provide a base for an orchestra, Sheffield "has shown interest" not in forming an orchestra but "in the formation" of one (presumably by someone else). That is about as far as local-authority enthusiasm goes. And it is hardly surprising in the present climate. Clearly, no crying local need has been expressed and, not unnaturally, no individual autocrat has come forward.

In these circumstances, and considering that almost without exception existing British orchestras are desperately anxious about the special problems which have been added, in 1985-86, to the continuing and chronic problem of inadequate funding, it would be misguided - not to say irresponsible - for the Arts Council to proceed with the proposed new orchestra. The cost is estimated at £1.18m of public subsidy in the first year plus anything up to \$0.5m on establishment costs. The expenditure of such sums would be viewed with envy - if not outrage - by the struggling orchestral managements. It is said that even the Musician's Union is unconvinced of the validity of what is proposed.

There would remain the question of all-too-obvious over-provision - often at a low standard - of orchestral concerts in London and under-pro-

vision in the Eastern region. The Arts Council's revolutionary policy, which is admirable, should embody a new argument about quality (to which frighteningly little reference is made in P.R.O.M.). A substantial part of the total estimated expenditure on the new orchestra should be transferred - supposing that the money is realistically available - to the development of EAOA so that it can cover the larger Eastern region (insisting, if the criticism is valid, on the highest standards) and on diverting from London to that region some of those performances which London could well do without, but transforming them also into well-rehearsed concerts with gifted and important artists. Money would talk eloquently in achieving this change.

"The Council does not believe... that it is possible to establish successful artistic enterprise by decree." Quite so. And it could unquestionably regain some of the confidence of the orchestral profession, which it has recently forfeited, by rejecting the recommendations of P.R.O.M. and by re-deploying its funds to the advantage of the Eastern region and of the relevant orchestral managements. In that way the quality of our orchestral life would be enhanced.

● Robert Ponsonby is Controller, Music, at the BBC. He was General Administrator of the Scottish National Orchestra from 1964 to 1972 and has responsibility for the musical standards of the BBC's four symphony orchestras.

Theatre

Sweet Bird of Youth Haymarket

The last time I saw Lauren Bacall - the last time, indeed, that she played on the London stage - was in the cringe-making (and money-making) musical *Applause* in 1973. It was sad that an admirable screen actress should have got involved with such a paltry thing, and I wondered whether she would ever be seen here in a role that would do justice to her undoubted charm and the talent for sly understatement that is her trademark. She has found such a role; she is still as charming as ever.

We first see her as an inert bundle in a hotel bed, her face shrouded by a black eye mask, while her gigolo Chance Wayne (Michael Beck) sets about fixing hangover cures for two: brof course, a joint of hash and (of course) more vodka. They are both on the run, she from a disastrous Hollywood premiere, he from a blighted acting career. The difference between them is that he has run back to his hometown.

There is a curious feeling of disengagement about the opening scenes of Harold Pinter's production, almost as if the two principals failed to recognize that they were on the same stage

together. Like a pair of cripples trying to share the same crutch, each succeeds only in dragging the other down with every spasmodic lunge at independence. Even the faded star's hints of poignancy ("There's a thing called a close-up", she says, sitting at the mirror) are no more than hints; neither protagonist can give of his or her best without real opposition from outside the world of make-believe.

Chance Wayne's opposition is spelled out early on: the threat of castration from the father of his first love, the girl he deludedly imagines will elope with him. It is a great strength of Tennessee Williams' play that for once the castration fear is overt and physical instead of being subsumed in various forms of debility, and the role of Boss Finley gives great scope for hell-bent malignity, as Ed Begley so memorably showed in the Paul Newman film. The casting of James Groux as this puffed-up, astringent daddy is a masterpiece: adopting would-be heroic poses in a garish bathrobe, he again and again slowly bruising to violet, he makes the character at once ludicrous and rather touching; and, when his racist platform speech is projected in monochrome film between the smudgy palms of the backcloth, he becomes, if

not a vengeful god, at least horribly larger than life.

Elsewhere, Mr Pinter's production walks a sure path between exaggeration and meticulousness. His concern with what the players do with their hands gives unexpected delights: Boss Finley just restraining himself from seizing his dazed daughter (Geraldine Alexander) by the throat; Tom Junior (Simon Rouse) clenching and relaxing his menacing right hand in his confrontation with Chance Wayne; Miss Bacall herself striking grand actress attitudes which lead the eye always to the tips of her fingers.

In the minor roles Mr Morton makes an impressively nasty small-town boy eager to get his own back on the flashy braggart, and Frances Cuka plays the good-time Miss Lucy with great zest in a ridiculous powder-blue dress. The excellent dialect coach Joan Washington has tutored the English members of the company in authentic Deep South (though Colin Ross still has some work to do in this direction) and Eileen Doss's predominantly ivory sets give an impression of cool interiors hiding from sub-tropical heat. But the evening belongs to Pinter as a great playwright directing a very good one.

Martin Cropper

Daniel Ponce Shaw Theatre

Salsa, the modern form of what was once known as Afro-Cuban music, has been threatening to catch on with a wider audience since the middle of the 1970s. Twice during that time it has enjoyed flavour-of-the-month status with the metropolitan avant-garde, but at this point it may have content itself with a role as flavouring in the great soup of contemporary popular music. There is nothing like an undiluted blast of the real thing, however, such as the appearance in London this week of Daniel Ponce, the Cuban percussionist.

Ponce has followed the trail of the legendary Chano Pozo, a virtuoso of the conga drums who left Havana for Spanish Harlem and a place in the pioneering Dizzy Gillespie Orchestra of the 1940s. By the time he perished in a knife fight in 1948, Pozo had already set the seal on the fusion of jazz with Latin music - a recombination, of course, of idioms with a common African root.

For his meeting with El Sonido de Londres, the British

Latin music

band devoted to the propagation of salsa. Ponce avoided a display of individual techniques - perhaps surprisingly, in view of Latin music's natural macho tendency - in favour of a role within the percussion section, where his four congas combined with the two of Simon Morton, the bongos of Paterson and the crisply authoritative timbales of Roberto Pla.

El Sonido de Londres are so accomplished and so convincing that the listener needs only close his eyes to imagine himself in one of the better clubs of the New York *barrio*. Even a sound engineer perhaps understandingly intent on drawing attention to the percussionists at the expense of the three energetic trumpeters and the fine singer, Luis Avendano, could not dim a vivid set. The Shaw Theatre is a small little place, but by the end half the house was up and moving to the intoxicating rhythms and jolting brass figures. No doubt many of them will be at Ronnie Scott's Club on Saturday, when El Sonido de Londres will show us what they can do without their illustrious guest.

Richard Williams

London débuts

Much Spanish music appeared in the American guitarist Norman Ruiz's programme. Pieces by Sor and arrangements of Albeniz's piano music revealed that Ruiz has a lively ear for tonal variety. He used a particularly pleasant nutty timbre at times and his discreet vibrato and bending of pitch added a suitably sultry feel to this atmospheric music.

Although Ruiz's interpretations seemed stylistically right, his fingers did not always follow where heart and mind led. The twists and turns of Ponce's *Sonatina meridional* were only casually outlined, and Ruiz's chord-changes and weighting of melody were too jerky to do justice to the pastoral jollity of John Duarte's English Suite. I did like the American's easy platform manner, however, delivering repartee whilst tuning in a manner seen more often in folk clubs than the Wigmore Hall.

The Romanian violinist Sberban Lupu, now working in America, seemed a far more assured and imaginative player among the wild, gypsy-like

Philharmonia/ Muti Festival Hall

It was one of those perfect Berlioz summer nights, with the languorous half-light of the *Nuits d'été* sinking into the torrid nightmares of the *Symphonie fantastique*. Who but Riccardo Muti, though, could have found a soundtrack so wonderfully manipulative of the senses as the concert's opening Notturo for Orchestra by Giuseppe Martucci?

In the plush cushioning of G flat, this *fin-de-siècle* miniature was rather like Puccini's Chrysanthemums watered with Eau de Cologne. For Martucci it was who introduced Debussy's *L'Après-midi à Naples*; and the meticulously imagined string writing with its restrained perfuming of wind and harp made for a tantalizing blend of the most delicately balanced Latin scene.

The was now keenly receptive, the temperature set for the *Nuits d'été*. Janet Baker, though, has never put the senses first in this work, and I still long to hear her voice rise to the rapture of the Villanelle or achieve with real elation the paradise of "Le Spectre de la

Scarfe's imagery dominates

Who's a Lucky Boy?

Royal Exchange, Manchester

Notwithstanding what I shall be writing in a later paragraph, the idea of basing an acid modern musical on the incidents in Hogarth's *Rake's Progress* is an appealing one.

Numerous contemporary parallels take the place of the original temptations. A newspaper lottery catapults the hero into instant wealth; cocaine in high places rots his substance. The decline of an innocent into corruption and ruin gives the show a firm shape. Two shapes, in fact, because after his first fall Tom Rakewell's luck hurries him back to the top.

The original idea was that of the director, Braham Murray, and understandably Alan Price seized on it to produce witty lyrics that also thrust the story

forward, virtually dispensing with spoken dialogue. The range of his music includes a couple of wistful love songs, but as befits a satire the majority of the numbers pack harder punches.

When the cocaine is snuffed, the music makes its own comment with ingenious in-haling sounds.

Gerald Scarfe, the third begueter of the show, is the one whose contribution is likely to be remembered longest. His bulging and tapering imagery dominates every scene. The head-dresses in particular have grotesque pointed shapes that are his trademark. His journalists have nasty blue-tinted heads. Tom crouches in a prison cell that is also a skull.

Most memorable of all is the final scene where the unemployed shuffle through the bars of a massive drain-cover hauled up at an angle across the stage.

The show also has an attractive lead in Michael

Mueller, trusting and wide-eyed at the start, white-faced and harsh as the decline sets in. With Alton Thomas - playing the loyal little girl apparently required even in a modern satire - he sings the appealing "Hold Time Still" with the line that I take to be one of the points the show would like us to ponder, "Winning isn't free".

Yet, in spite of all these credits, the show falls short of the success one had hoped for. Not through overkill, though Tom's involvement with a fascist private army hits an uncertain note.

As with Hogarth's originals, we are left to infer unrecorded mishaps. Fewer scenes more fully plotted might have given opportunity for an even more savage attack on the scandal of a have-have not society. The one variation from Hogarth's schema - the dole queue in place of Bedlam - makes its own effective point.

Jeremy Kingston

Concert

It is so often seems like a nurse rather than a lover who is taking Berlioz's pulse: tempi are held back and restored with more care than intuition, and rests (in "Absence") tend to function as punctuation rather than gasps of breath.

But the great strength of Dame Janet's performance is the sheer depth of a conviction which makes one actually notice and mind these imperfections. Few singers, even with orchestral accompaniment as telling as the Philharmonia's, manage such a cry, such a cumulation of veiled rage as she

does in the lament of "Sur les Lagunes". And few understand so well Berlioz's placing of the voice, white and still, high above the muted strings of "Au Cimetière".

Muti's own temperature had mercifully fallen in time for this concert; but that did nothing to prevent the *Symphonie fantastique* living at fever pitch, from the opening surge towards every next cadence, to a finale still, to quote Berlioz himself, "fifty times more frightening than I expected".

Hilary Finch

Television Eternal fires?

"A follows B and B follows C", said the engine-driver Mr Harry Moss; "it is as simple as that." None of the enthusiasts of Peak Rail, who have set themselves to turn back the clock and re-establish the 20-mile line between Buxton and Matlock, severed by British Rail in the late Sixties, demurred at this perverse logic. They knew what he meant and that Mr Moss knew his engines. Rationally, the *aficionados* of steam is, first, a thing of the heart.

We're Getting There... was the title of BBC's *Open Space* programme last night. It seemed fairly optimistic. So far the members of the Peak Rail Society have a few engines, one of them a giant 9F, and only 230 yards of track. But they have restored the Buxton engine-yard site and are on the way to raising the £9,000 that will enable them to restore a road bridge that will link it with four miles of single track which British Rail, who probably overthought it would come to that, have said they can use.

They will then have to re-lay 16 miles of track to Matlock, first raising the money. If anyone was dismayed by the enormity of the undertaking, it did not show. Many of the volunteers who perform a labour of love on engines and track are unemployed. They put in a 40-50 hour week. Others come for the weekend. So do tourists, who pay 20p for a ride.

"The fire of the steam engine will never go out", said one enthusiast. The producer Michael McCormack's programme suggested there was weight in this conviction. We sadly lacked an attention to basic reporting techniques that would have made it much more rewarding.

There was no absence of attention to detail in *The Visit*. Fighting for Jamie on BBC1, Jamie Rogers is a two-year-old, blind, deaf and slightly mentally retarded, the consequence of a genetic characteristic of both parents. His two sisters, Emma, seven, and Lucy, three, are both normal. The chances of a further child being handicapped, we were told, were four to one.

The Rogers family are affluent and they live in Lanzarote, where much affection and care was lavished on Jamie. He followed them all, and their nanny, to England and Ealing where at the Family Centre, in a kind of three-day seminar just for Jamie, some quite remarkable people demonstrated techniques that could offer a better life for him.

It was a hard programme to watch but the dedication of the family and the workers at the centre was rewarding. There was a touching moment when Jamie appeared to come to terms and play with a cube. The parents were warned about over-optimism. "Go slowly", they were told. They seemed to be well endowed with patience.

Dennis Hackett

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Brewing up the family fortunes

The Times Profile: The Guinness Company

So far there have been six chairmen of Arthur Guinness and Sons in 226 years, all members of the by now howlingly dynastic Guinness family. The sixth, the third Earl of Iveagh, has been presiding for four years over what are probably the highest changes yet wrought in the company. The latest foray is an attempt to take over Arthur Bell and Sons, distillers of Britain's best selling brand of Scotch whisky.

If the bid succeeds it will add yet another superlative to a company which has made rather a business out of them. Guinness the drink has been having its troubles, but is still the biggest selling single brand of beer in Britain as well as being a world brand sold in 140 countries.

The Guinness Book of Records, has been exploiting superlatives since it was launched in 1954. It sold three million copies last year, is translated into 17 languages, has just gone into colour printing and has also spawned several 3-D versions, the World of Records museums, in the United States and part of London's Trocadero complex off Piccadilly Circus.

It is the third Guinness chairman, Edward Cecil, the first Earl of Iveagh, who is most often quoted as showing the family's mettle. In the 1920s Guinness's Extra Stout, originally launched by the first Arthur Guinness in 1759 in Dublin as an "ebon ale", had been through one of its greatest growth periods: only to be met by an unprecedented check in sales.

The first Lord Iveagh declared: "I believe very firmly that a business either goes forward or goes back - it seldom remains stationary and when it arrives at that point something ought to be done to get it moving again."

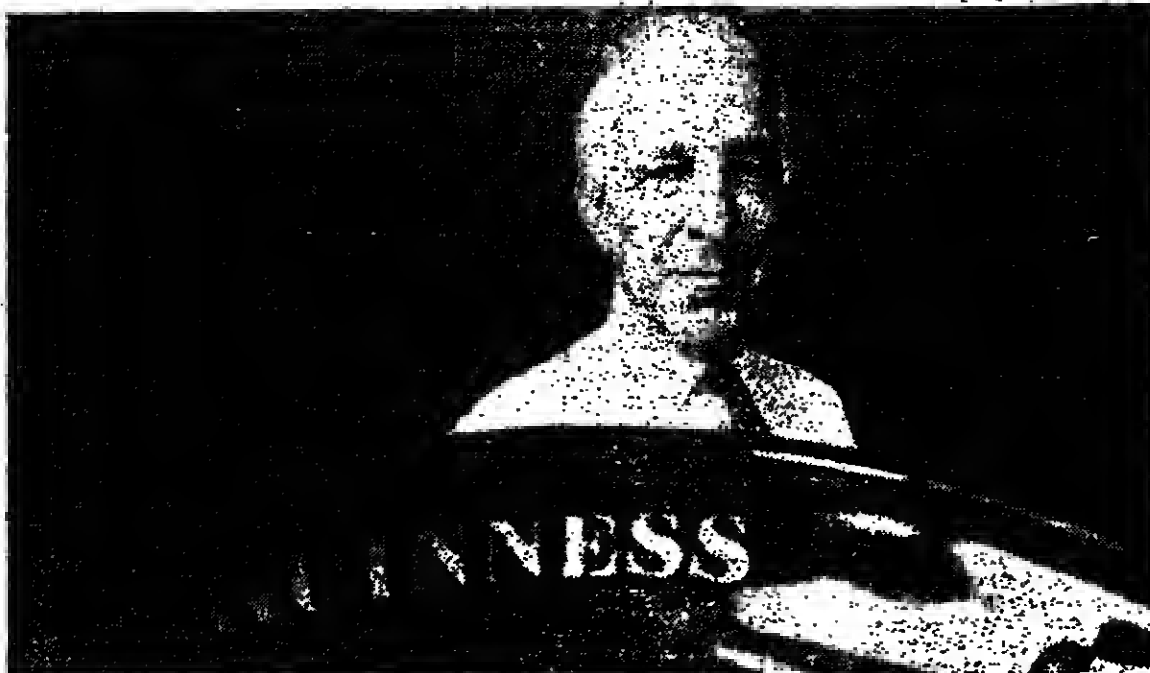
Guinness the company as well as Guinness the family has been through more than a few changes since then. Two years after the first Earl's death Britain's best-known series of advertisements was launched in 1929, with "Guinness is Good For You" as its most memorable slogan.

The challenge of taking the reins of the company was overpowering

The brewery which the first Arthur Guinness bought at St James's Gate, Dublin, in 1759 (the same year that Captain Cook was given his first command) was the world's biggest brewery as far back as 1868; but despite extensions it could not cope with the demand for Guinness stout. In 1936 Guinness started brewing at Park Royal in London.

Guinness the family was heading the first Earl's advice and getting things moving. But in the 1950s Guinness the company started to get submerged in a flood of acquisitions, seen at the time as a means of gaining strength through diversification.

Management attention was shifted



Head above the rest: Ernest Saunders, managing director of Guinness

from the beer business to orchid growing in Madeira, film finance, boats on French canals, venom production and black plastic bumpers for cars. It owned an advertising agency, it was in lighting, it made toilet bags for the Department of Health and Social Security, and it owned Callard and Bowser, the confectionery firm.

So there were two problems. One was neglect of the base product, the black beer, because they assumed there was no more growth to be had out of it. The other was a lack of management experience to cope with the different types of other business.

About four years ago Lord Iveagh went to his friends in the City and asked them what should be done. They told him he needed a manager, not a brewer, who could develop the product internationally.

The man picked for the job was Ernest Saunders, a tall, softly-spoken man with a reputation for ruthlessness who had been with Beecham in the UK and was now employed by Nestlé in Switzerland.

"Switzerland is a very pleasant country to live in, and Nestlé is an excellent company to work for," said Saunders, "but the challenge of taking the reins of a famous company like Guinness and being empowered to redirect its future was overpowering." Within months Saunders had been dubbed "Deadly Ernest" by rufel executives at Guinness's head office.

Saunders recalled: "The first thing I paid attention to was to determine who was drinking the black beer in this country and why they liked it, and how we could get them to drink more. Research showed that the advertising was so powerful that one almost felt there was a second product: there was Guinness beer, and then there was Guinness advertising."

The first Earl's analysis was again relevant. Guinness the company by the beginning of the present decade was showing all the signs of falling back. Group profits had come under pressure and there was even City speculation that the company would have to cut or even pass its dividend. The cracks in this pillar of the beverage, a public company since 1886, were starting to widen.

As Mr Saunders started clearing out the loss makers and low profit subsidiaries, there were also shake-ups in the boardroom and beyond, widely interpreted as a slackening of

the Guinness family hold on key positions. But there are still six associated with the family, five on the main board. The third of them, Lord Iveagh, has been chairman since 1962 and his deputy chairman is Viscount Boyd, the Lennox-Boys having a link through marriage with the Guinness family. Among the directors are Jonathan Guinness, the Marquess of Dufferin and Ava, and Finn Guinness as well as C. Edward Guinness who will be next year's chairman of the Brewers' Society.

The Guinness campaign was an exercise in bravura and spoof

Saunders said: "The management of the group is in the hands of the operating divisions, breweries in Dublin and Park Royal, the Martins people at Brentwood and so on. The family are non-executive. In management terms the company is totally non-family, and they simply attend the board meetings. What we have is the benefit of some very committed, historical family involvement. They are very helpful and do a lot of charitable work, and they have wide international connections."

The Saunders surgery realized some £40m and borrowings were reduced considerably from the £100m level or more seen at the turn of the decade. The company launched a new diversification programme in much more cogent fashion following consultancy studies. Brewing, still by far the biggest Guinness activity, is a division moving into specialty beers. Retailing is another developing area, with Martin and Lewis, Mescos added to Lavells in a new chain, the Drummonds chain of pharmacies and the buying of Neighbourhood Stores, the US company which holds the 7-Eleven convenience stores franchise.

One of Saunders's most decisive actions to tackle the problems of Guinness the drink was to take on the advertising agency Allen Brady & Marsh, which had come up with the Guinness campaign.

This was launched at the beginning of 1983. The fear was that with the increasing age profile of Guinness drinkers the ebon ale was a dying brand. It needed to attract younger drinkers. The \$10 million

campaign was an exercise in bravura and spoof centring on the plight of the Guinnesses who were those too long without a drink of Guinness.

The Friends of the Guinness, an organization dedicated to helping those sufferers and supported by considerable cash and promotion, was intended to become a cult. It hardly achieved that, but Saunders's judgement was that the Guinness campaign achieved its object. Drought Guinness sales had increased and the consumer profile was said now to be identifiably younger.

Nationally garnered statistics give no clear picture of drought stout sales because they are lumped together with those of premium bitter. Further obfuscation arose with changes in 1982 in the base for them.

The Guinness campaign has been dropped, and a different agency, Ogilvy and Mather, is working on a new campaign to be unveiled next spring.

Ogilvy and Mather is on record as saying that the creative solution to Guinness advertising "needs to be mindful of Guinness's heritage". There was an intriguing report at the time of the agency switch that the newly selected agency had lunched John Gilroy shortly before his death. He was the man who created those posters from the 1930s onwards with their zoo animals, the man with the girder on his head ("Guinness for Strength") and the Toucan series for H. Benson's advertising agency as a copywriter, composed lines like "Just think what Toucan do" illustrating a Gilroy sketch of a bird and two glasses of Guinness.

The Gilroy advertising came about because the Guinness family, led then by the first Lord Iveagh, thought it vulgar to say anything about the product and to suggest it was actually far more than a mere beer. He thought they should put the name across and give people a good feeling about the Guinness name. It was a very advanced approach for its time.

"From that time on, Guinness was perceived as unique drink with a very distinctive taste and very distinctive imagery," Saunders explained. "That is what has made it hold on to such a strong place in the market all these years: it seemed to have special properties of its own. People still remember 'Guinness is good for you', even though we have

not been allowed to use it in Britain for some years because of the advertising standards rules."

Gilroy, who died in April this year at the age of 86, had little regard for the Guinness campaign, it appeared. He felt Guinness needed something with dignity and humour. Whether Ogilvy and Mather can match the Gilroy magic remains to be seen. But the final job for Guinness by Allen Brady & Marsh will be an autumn campaign for Harp lager.

Lager is now the biggest growth sector in a beer market where sales overall have been falling. Lager now accounts for almost 40 per cent of beer sales but it only really took off when Harp persuaded people to drink draught lager.

Guinness, which owns the Harp name, opened a brewery in 1960, at Dundalk in the Irish Republic, mainly to produce Harp Guinness, unlike most other brewers, has never amassed a large tied estate of public houses. For Harp it made sense to set up a consortium with key brewers who had plenty of pubs through which to channel their beers.

Courage, now part of Imperial Group, and Scottish & Newcastle Breweries were major shareholders in the consortium, with stakes of 25 per cent each. Guinness had a 50 per cent stake. The remaining small shareholding belonged to Bass, not then merged with Charrington, a stake which was subsequently liquidated.

At its peak Harp, with far fewer rivals than today, held about 30 per cent of the lager market, outpacing all the competition. By 1972 it had passed the one million bulk barrels with Harp sales falling, the consortium fell apart. Guinness still owned the brand and a new consortium emerged, with Guinness having a holding of 75 per cent and Greene King the rest. Harp is planning to spend more than £4 million to achieve a come-back.

There is great public affection for the good-for-you brew

Advertising expenditure alone will be £3.5 million, an increase of more than 40 per cent on the last 12 months. A poster campaign for Harp starts later this month putting over a message about the lager being clean and sharp.

The Saunders era has brought a tough professionalism to a company and a family which has built over the years an enormous fund of public affection with the good-for-you brew, the jolly advertising and the records books. Some in the drinks trade now wonder if the character of Guinness the company will soon be perceived to be harsher and whether that might eventually affect the image of Guinness the drink.

Mr Saunders himself seems to have no doubts. He said: "We want a sustaining campaign that will build on the upturn we have achieved. It will appeal to new drinkers of Guinness as well as established drinkers. It will be very distinctive." He pointed out that Ogilvy and Mather includes the old H. Benson agency for which Miss Sayers wrote some of the Guinness jingles.

"We have come home", he said.

Derek Harris and William Kay

THE GUINNESS CALENDAR

1759	Dublin brewery started by Arthur Guinness I	1960	Dundalk brewery opens
1803	Arthur Guinness I dies	1961	Harp lager consortium formed
	Arthur Guinness II, one of three sons in the prosperous family business, becomes chairman	1962	Second Lord Iveagh retires. Arthur Francis Benjamin Guinness (known as Benjamin), the third Earl, becomes chairman. He was appointed to the Guinness board in 1958, became assistant managing director at Park Royal a year later and of the parent and Dublin companies in 1960
1833	Dublin brewery becomes biggest in Ireland		
1855	Arthur Guinness II dies. Sir Benjamin Lee Guinness becomes chairman		
1868	Sir Benjamin dies. Edward Cecil Guinness, subsequently first Earl of Iveagh, becomes chairman	1963	Alton Brewery opens and Manchester Moss Side converted for lager brewing
1876	Further brewhouse added at Dublin	1970	Harp lager brewery opens in Edinburgh
1886	Guinness becomes a public company	1979	Harp consortium reformed
1927	First Lord Iveagh dies. Rupert Edward Cecil Lee Guinness, second Earl, becomes chairman	1981	Ernest Saunders appointed chief executive. 140 subsidiaries are sold off within two years
1929	Guinness advertising starts		
1936	Park Royal brewery opens in London	1985	New retailing and health and fitness divisions are being built up as well as publishing. Seven subsidiaries are drunk somewhere in the world every day
1955	Guinness Book of Records first published		
1959	New keg dispensing method makes draught Guinness more widely available		

GUINNESS IS GOOD FOR YOU

If he can say as you can Guinness is good for you. How grand to be a human. Just think what you can do.

GUINNESS! ISN'T GOOD FOR YOU

One of the award-winning posters of 1966

New line on an old theme: not a misprint

Last week water could have killed her

Until recently, the only water available to her was contaminated and unsafe. For her and for so many victims of the African tragedy, Oxfam is helping to provide clean water; so far, over 30 feeding centres in Ethiopia and more than 300,000 refugees in Sudan now have safe water supplies.

But thousands more still need help. Long-term solutions rather than just emergency relief.

That's why Oxfam has launched Lifeline. It's a new scheme to fund pipes and tanks, wells and pumps.

A regular donation from you, perhaps just a few pounds per month, will provide those most in need with water to drink, to irrigate their crops, to feed their families and to help re-build their children's future.

In return, we will keep you informed of how your money is being put to work.

Please fill in the Lifeline coupon and send it off today.



Now it's saving her life

I wish to make a regular donation to Lifeline by bank order, and look forward to receiving your Water Projects information pack.

BANK'S NAME: _____ BANK'S ADDRESS: _____

Please pay Oxfam £10, £20, £30, £40, £50 each month/year, starting _____ (date) until further notice.

Oxfam a/c no. 60646784 at Barclays Bank, High Street, Oxford, [OX2 0-31]

Debit my a/c no. (if known) _____

Please accept my gift of £10, £20, £30, £40, £50

NAME: _____ ADDRESS: _____ POSTCODE: _____

Send to Lifeline, Room 100, Oxfam House, Oxford, OX2 0-31. Or phone 01865 559316 for credit card gifts, any time.



Legal eagles flock to perch at the Bar

The most intriguing rumour turned out to be baseless. It was not true that the Great British Institution of Harrods decided to move the dates of its July sales back by a week to take advantage of that Great American Institution, rich lawyers. While there will undoubtedly be 20,000 American judges and attorneys, and their attendant spouses and entourages, within a credit card's throw of Knightsbridge next week, the convergence of the two events is coincidental.

The invitation is officially referred to as the London session of the American Bar Association's annual meeting. There has already been a Washington session, and later this month Edinburgh and Dublin will have mini-sessions of their own. It is the fourth time that the ABA has come to England; the last was in 1971.

If the Harrods rumour was false, all the other absurd claims about the lawyer's extravaganzas are well-founded. The London Visitor and Convention Bureau started by informing me that it was the biggest convention ever held in London. On second thoughts, said the spokesperson, clearly believing she had under-sold the event, it was also the biggest off-shore convention ever held, anywhere in the world. (To Americans, it seems, England is off-shore.)

After negotiation, we also agreed that the ABA's London meeting represented the largest number of people of one nationality voluntarily leaving their country to attend an event, other than war, in another country.

To continue with superlatives, the ABA is the world's largest professional organization, with 310,000 members, and almost certainly per capita, its wealthiest. The lawyers, more than 10,000 of them, and their spouses (the vast majority of them wives as the ABA, like the legal profession in England, is still male-dominated) have considerable spending power;



much of it is tax-deductible as business expenses. In cash terms, and at a conservative estimate according to the LVCB, some £30 million (fees extracted by the lawyers from hapless clients) is about to be poured into London's coffers, and into the 120 hotels in which the delegates have taken rooms.

This figure excludes the small fortune accumulated by the London theatre agent booking tickets for American Express's card holders. His simple effective scheme included charging several thousand dollars for a brace of theatre tickets. He is now resting in an unknown but warm foreign country.

There is inevitably a feel of Butlin's in some of the arrangements. To ensure that every delegate gets at least one invitation to sample a slice of legal history, each of the four Inns of Court is having to host four garden parties. The opening ceremony at Westminster Hall, with the Lord Chancellor in resplendent robes, is for the favoured elite; the excluded masses will have to make do with Lawyer Thatcher at the Albert Hall.

Runnymede, where Magna Carta was signed, has its own emergency to rededicate the monument, erected in 1957

with money contributed by American lawyers who treat the spot with a god deal more reverence than their English counterparts. There are innumerable trips around legal London: special religious services at Westminster Cathedral and St Paul's, and myriad luncheons and receptions.

Real trials will be observed and admired; but the carefully prepared mock trials and historical reconstructions (the trial of Quakers Penn and Mead for unlawful assembly, for example, which established the right of juries to give verdicts according to their own conscience) will probably prove to be more fun.

Some lawyers may even be able to squeeze in a legal session or two in those stolen moments between the social, ceremonial and spending activities. Nearly 30 plenary meetings and 270 other, more specialized sessions will explore every possible legal and professional area of common interest to American and English lawyers.

been granted some measure of equality with barristers, the workload being shared equally. The visiting stars include Chief Justice Warren Burger; Walter Mondale, a former vice-president, (who is chairing a session on international terrorism); and Attorney General Ed Meese, accompanied by the inevitable security entourage but unarmed.

The last time the ABA came to London the Attorney General was John "Watergate" Mitchell, and the night desk of The Times was entertained by garrulous and scurrilous telephone calls from his wife Martha the Lip.

Another guest was one Lionel Murphy, later to become Attorney General of Australia and a High Court judge. Last week he was convicted of perverting the course of justice.

Marcel Berlins

FRIDAY

Britain's booming casinos: The winning streak returns
How India's women find independence

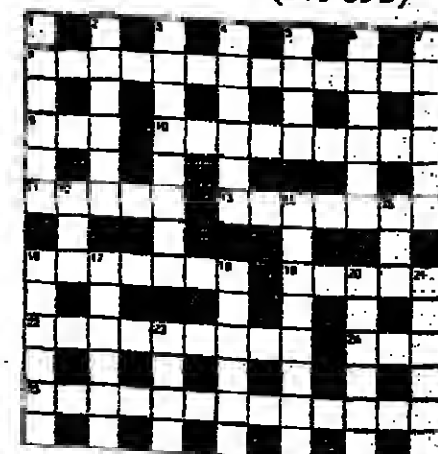
SATURDAY

Wildlife in the city: Nature observed



CONCISE CROSSWORD (No 693)

- ACROSS
- Verification (13)
 - Allow (3)
 - Repenance (9)
 - Shut (5)
 - Unrestrained (7)
 - Remark (7)
 - Interior design (5)
 - Turn (5,4)
 - Woody fruit (13)
 - Mutual accusation (13)
- DOWN
- Roof ends (6)
 - Hard grass cutter (6)
 - Premeditated (8)
 - Forbidden (6)
 - Join closely (4)
 - Shed (4,7)
 - Emphasise (6)
 - As well (3)
 - Oxford Library (8)
 - Flying saucer (11,1)
 - Concealed (6)
 - Evil intent (6)
 - Mournful (6)
 - Frank (6)
 - Seaman (6)
 - Way out (4)



SOLUTION TO No 692

ACROSS: 1 Depper 4 Kovrov 7 Reck 8 Maintain 9 Infallible 13 Ch 16 Thunderbolt 17 Hay 19 Escaped 24 Luscious 25 Bear 26 Modest

DOWN: 1 Dict 2 Precipitous 3 Rumbza 4 Krill 5 Watt 6 Oiler 10 Fudge 11 Lyrin 12 Setup 13 Coud 14 O'Neil 14 Yoke 15 Eith 18 Acute 20 Slope 21 Assy 22 Acid 23 Draw

BOOKS

A lover of old buildings who cannot stand the new

The result of Lord Norwich's eight-year tour of Southern England is a book about the size of a church Bible which purports to set before us the best buildings in the country, south (roughly) of the line from the Severn to the Wash. No one could fail to find its range and energy remarkable. But it is also startling in the things it leaves out.

Let us first see what gets in. The very grand and splendid houses, castles, quite a number. College buildings of the older universities. The great southern cathedrals (highest marks for Canterbury, faintest praise for Salisbury). A tremendous lot of churches. Of the 202 buildings awarded the Lord Norwich star for special merit, a quick check through reveals that 113 are churches. Even if one loves God greatly this is surely going some.

Lord Norwich is a huge, and an infectious, enthusiast. His love and understanding of the grandiose is matched by his sympathy with small and out of the way buildings like St Peter-on-the-Wall at Bradwell-Juxta-Mare, which he warns you helpfully is 20 minutes walk from the B1021. He applies the Norwich test, which is actually a good one based on the efficacy of any given building to make the spirit sing, not just to sumptuous buildings such as Montacute or Blenheim but to little edifices, village churches and roadside and unassuming water towers, charming lock-up, fancy dog kennels built in the Ionic style with pedimented porches. So convincing and endearing is Lord Norwich in pursuit of his architectural predilections that it seems churlish to ask what about the modern? But the question remains: can one really trust the judgement of a writer to whom Philip Webb, for instance, appears pretty avant-garde?

Even the mainstream Victorians seem him. He has very mixed feelings about Waterhouse. He is only just beginning to come around to Butterfield, advising the reader not to go and look at All Saints Margaret Street if he or she is tired or has a hangover. In practical terms this may be sound advice. But Lord Norwich's unwillingness to view Victorian

Fiona MacCarthy reviews a squint at our heritage

THE ARCHITECTURE OF SOUTHERN ENGLAND
By John Julius Norwich
Macmillan, £28

buildings with the respect and affection that most people these days would agree that they deserve seriously undermines the balance of his survey.

He can cope quite well with Lutyens, favourite of the Young Fugues. But he fails to get to grips with the Arts and Crafts at all. He includes the Junatic and minor Watts memorial chapel, but where on earth is Holy Trinity in Sloane Street, an Arts and Crafts building immensely more impressive? He rightly puts in C. H. Townsend at Great Warley, but unaccountably omits him at the Whitechapel.

Simple-life architects are barely represented: no Baillie Scott in sight, and indeed hardly any. Voysey. He gives himself away when, in describing the spectacular Byzantine altar screen at St Bartholomew's in Brighton, he refers to the work of "one Henry Wilson". In these circles, Henry Wilson is admired and quite important, a fact with which Lord Norwich should have surely been acquainted. Or at least he should have had the acumen to look him up.

What happens with the buildings of the Twenties and the Thirties? Very little, sadly little. They are almost wholly absent. Charles Holden is just mentioned as well known for "his chain of suburban London Underground stations in the 1930s", a phrase that those attuned to Lord Norwich's nuances of language (and opinions of the suburbs) will realize does not convey full approbation. On the other hand he praised the *troupe* of decoration in the Dining Room at Mottisfont carried out in the late 1930s by Rex Whistler, a work which he describes as being "firmly of the twentieth century". If Rex Whistler is

firmly of the twentieth century then Richard Rogers might just as well go home.

The effect of his antipathy to almost any building put up since World War One is extremely disconcerting. He sees some things very clearly, with exact discrimination, but is almost blind to others. This makes him a most strangely unreliable companion. He can take you around Ipswich making stimulating comments on the historic townscape without mentioning (or noticing?) that here in Ipswich is one of the best office buildings of this last decade: the Willis, Faber and Dumas block by Foster.

In perambulating Norwich, Lord Norwich (no relation) seems oblivious that the Sainsbury Centre is nearby. Surprisingly he does not even recommend a detour down the coast to Snape to view the Maltings, most romantic and accessible of modern buildings, of a grand, medieval barn-like, impressive style that one imagined would have been supremely to his taste.

But what is his taste one wonders? In the sections on Oxford and Cambridge his dislike of modern buildings is still more deleterious because it is more blatant. He feels it his duty to append to his descriptions - and they are good descriptions - of the historic glories of these ancient universities curmudgeonly short postscripts on more recent college buildings. Here I fear Lord Norwich can be up the creek completely. The only two photographs of post-war architecture included in a book of 400 pictures of splendid old buildings might have been selected as examples of contemporary collegiate architecture at its least uplifting. Is this silly or perverse?

Lord Norwich in defence would claim that he had warned us. He has tried with modern buildings, he will tell us, but has failed. In his introduction he poignantly, a little too protestingly, describes how in the first few months of his researches he would find himself staring at new factory blocks or experimental secondary schools ("experimental secondary" schools was such torture necessary?) hoping for some inner response that never came. He gave up the hard



struggle, apparently quite rapidly, explaining with great sangfroid that he saw no point at all in faking his reactions. *Alas culpa*. Unrepentant, he has included only the buildings he enjoys, admitting airily that in future centuries any amateur of antique curiosities were to come upon this book, "he might almost conclude that in the twentieth century nobody actually built anything at all."

All this has a certain high-minded innocence and charm. But I don't think Lord Norwich can get out of it so easily. He does not love any new buildings, so he claims, the way he loves some old ones but why does he not like them, or anyway the best of them? Is it gentry or education or arrogance or laziness or aberration

that makes him so unable to reach as sound a judgement of a modern building as an old one? And if he cannot do so, then does not his whole enterprise rather go the way of Roman Point?

This book is not entitled, though possibly it should be, *A Lot of Old-time Buildings which Lord Norwich Thinks Terrible*. This book is called *The Architecture of Southern England*, and if its author's admirations cannot encompass the Pimlico Flats, the National Theatre (the nearest modern counterpart to the cathedral), Tolmers Square in Euston Road, the new Lloyds Insurance building, examples all spectacularly absent from this survey, then one wonders if in fact he was the right man for the job.

Abandon Hope, and bring back Isola

CRIME

Marcel Berlins

SNOW WHITE AND ROSE RED
By Ed McBain
Hamish Hamilton, £3.95

climax at a Commem Ball, but Shore is uncharacteristically rapid, verging on the tiresome. Disappointing.

● The Death Ceremony, by James Melville (*Secker & Warburg, £8.95*). The scrutable Superintendent Otani watches as the Grand Master of the tea ceremony pours a cuppa and dies. Fascinating layers of Japanese customs and manners unveiled as Otani investigates politely. Superior mix of crime and culture.

● Someday the Rabbi will leave, by Harry Kemelman (*Hutchinson, £3.95*). Large dollop of small-town Jewish community infighting with too little detection as David Small, the sleuthing rabbi, returns seven years after the last book. A hit-and-run accident and dirty political electioneering provide the backdrop to Small's musings.

● An Excellent Mystery, by Ellis Peters (*Macmillan, £7.50*). The provocative title of the eleventh in the Brother Cadfael series is only partly true. Peters writes about her 12th century Benedictine order and its crime-solving, gardener-cum-apothecary with undiminished skill and affection, but this one has little mystery, though much chivalrous romance.

Vissi d'arte... etc

Steve Race

A MISCELLANY
My Life, My Music
By John Amis
Faber, £12.50

First to declare an interest: I am thanked on page 268 of John Amis's amusing autobiography, blattered on 271, misquoted on 272, and put down in the third line of 270. The book is dedicated, *Especially*, "to my friends pictured within", and John's friend I hope to remain, as well as his quiz-game chairman, admirer and (occasionally) defender.

A deep, intuitive and informed love of serious music shines out of every page; though the book is rather more about musicians than about the music they make. Some of its anecdotes may not be enjoyed quite so wholeheartedly by their subjects as the author imagines. Even in these outspoken days Sir William Glock may be startled to read in a published book that he and his wife have disappointed the author by neglecting to invite him to their country home. Others will find their drink problems probed so publicly as to drive them back to the bottle.

But stories which neatly pick off personality kinks are the staple diet of musicians' everyday conversation, especially at the "serious" end of music. (Much less so in jazz or pop.) John Amis records his anecdotes telegraphically, in the elliptical manner of Alfred Jingle. ("Divorced. My fault.") Time and again one seems to hear that sudden snorting laugh which punctuates the brilliant

and deceptively genial Amis radio interviews.

As John might describe his own book, *Revealing Very, Did you know that Betty Humby Becham was "sinister, oily, and vindictive", Malcolm Sargent "nauseating", Noel Mewton-Wood's mother "a craggy witch", and Myra Hess a lesbian? Well you know now, as well as learning about the sexual proclivities of everyone from Lionel Tertis to Luigi Nono, and Willie's jealousy of Ben and Michael.*

For such a fast-filled book there seem remarkably few errors of fact, though I can report that the producers' role in the choice of John for *My Music* was not quite as he describes it. The reference on page 183 to Abyssinian should surely read Afghanistan. The author has odd blind spots, notably *Gerontius*, the Brahms piano quartets, Gilbert and Sullivan, and more or less all dates telegraphically, in the elliptical manner of Alfred Jingle. ("Divorced. My fault.") Time and again one seems to hear that sudden snorting laugh which punctuates the brilliant

The queen who made the royals flush

Hugo Vickers

THE LAST ROMANTIC
A Biography of Queen Marie of Roumania
By Hannah Pakula
Hendrick & Newton, £14.95

Queen Marie of Roumania's life is rich material for a biographer. Born a grand-daughter of Queen Victoria with a fiercely Russian mother, she spent her early years at Clarence House and Eastwell Park in Kent. Before she was 17 she was the victim of the dynastic plans of her elders. In the words of Lady Geraldine Somerset, they sent "that nice pretty girl off to semi-barbaric Roumania and a man to the knowledge of all Europe desperately in love with another woman." Marie was tougher than Ferdinand, and in the course of their married life he deferred to her in private, though on public occasions such as their medieval-style coronation in 1922, she knelt before him. Having arrived in Roumania, ruled by Carol I and with the bizarre figure of Queen Carmen Sylva in the background, Marie succeeded in becoming pregnant within a fortnight. She produced three sons and three daughters but "hungers and thirsts for something more." While the Roumanians themselves were notoriously lacking in self-control in these matters, Mrs Pakula points out that Marie's reputation was unfairly earned because she lived more for the "spirit" than for the "animal". Ferdinand became king in 1914 just as Europe plunged into war. Queen Marie resisted the overtures of Germany and Austria and then joined the Entente. She "embraced war as another might embrace religion". Roumania went to war late, inadequately prepared, and with inexperienced soldiers. Meanwhile the Queen suffered the loss of one son and the early romance of the heir with Zizi Lambrou, the precursor of a series of such embarrassing escapades. Queen Marie attended the Peace Conference to

plead her country's cause, and there are entertaining descriptions of her stately progress around Paris, during which she was interviewed by Colette and shocked President Woodrow Wilson. In due course she became the mother-in-law of the Balkans, with two daughters thronged precariously on the thrones of Greece and Yugoslavia.

Queen Marie was also something of a writer, though her early efforts might have found more favour with the editors of Mills and Bown than the critics. She wrote articles in the 1920s with what Mrs Pakula calls "just enough conventional wisdom to delight American readers and embarrass Marie's relatives." She did not go as far as her namesake, Princess Marie Bonaparte in her analytical writings about sex, nor did she become involved in the sort of controversies that dogged the Infanta Eulalia of Spain, whose memoirs, *The Thread of Life*, contain a final chapter on the recriminations that followed his publication.

Mrs Pakula is able to draw not only on the memoirs but on extensive interviews with relations and friends. She is also able to give more detail than Terence Ellsberry in his competent 1972 biography because she has been allowed access to the Queen's 100 diaries (between 1914 and 1938) and 1,200 personal letters which are lodged in the Roumanian state archives. These do not bring any sensational revelations, but they help us to know what Marie was thinking at certain times. For example, when the reprehensible Prince Carol shot himself in the leg to escape military duties, she wrote: "For the first time I nearly hated my son."

Queen Marie was the kind of passionate woman whose need for love was diverted into the wielding of power. Imperious, romantic, and domineering, she nevertheless emerges from this book as a sympathetic and engaging character. The book is long (510 pages) but the reader is quickly absorbed into a life which, though it was lived mainly in this century, seems as remote now as the Middle Ages.

Men and iron women of the kibbutz

FICTION

Elaine Feinstein

A PERFECT PEACE
By Amos Oz
Chato & Windus, £9.95
SAFE HOUSES
By Lynne Alexander
Michael Joseph, £8.95
THE KILLEEN
By Mary Leland
Hamish Hamilton, £8.95

To the earlier novels of Amos Oz some goat-footed magic of narration allowed him to dance, with grace and wit, over some of the most terrible bone-scattered valleys of his native Israel and Europe alike. This book is more sombre; not so much because it centres on a generation who have lost faith in the socialist ideals of their kibbutznik fathers, but because Oz has always excelled at the hints and ellipses of fantasy, and here evinces them.

To understand the central figure of Yonatan, disturbed by the smashed minarets and adolescent cruelties of war, and bored out of his mind by a childless marriage and work among the tractors more or less equally, it is important to realize that the novel is set in the Sixties before the onset of the six-day war. His sickness is not heroic and his wife (who has taken her own refuge in pursuing *The Magic of Chad*) recognizes the self-indulgence in his restlessness. "Maybe you think new things should happen all the time, but that isn't so." The chosen Hebrew word for "peace" in the title has a metaphysical rather than a political resonance, and the title

to which Oz here addresses himself are larger than those for which he has notably campaigned in recent years.

The garrulous Azariah (who wants acceptance by the kibbutz and Yonatan's wife as much as Yonatan wants to escape from both) is haunted by Spinoza, identifying with his rejection and isolation as much as his intellectual battle to reconcile necessity and human freedom.

Our early poems that we forgot

Peter Jones

POETRY OF THE CAROLINGIAN RENAISSANCE
By Peter Godman
Duckworth, £29.50

Charlemagne, that Frankish scourge of the Saxon, master of most of Europe, and (since 800) Holy Roman Emperor, finally checked his bags with Charon in 814. Semi-literate though he was, he had been the force behind an almost unparalleled revival of learning in Europe.

The problem Godman faces is that Carolingian Latin is extensive and heterogeneous, much of it very difficult (odd Latin, allusive contexts), and as poetry much of it scarcely crawls out of the McGonagall class. Godman's solution is clean and simple. An eighty-page essay introduces the sixty-one extracts, locates them and their authors in their literary and cultural context, and offers many new solutions to problems of interpretation. The Latin extracts follow in two

chronological sections (Charlemagne, 768-814, and the rest, 814-c. 890). Each has a facing-page translation.

The result is extremely impressive. Under Godman's scholarly and sympathetic guidance we bid farewell with Akin to his study (=life) in Akin:

o mea cella, mihi habitatio dulcis, Semper in aciem, o mea cella, vale.

we abuse, with the wonderful Theodulf, an Irishman in Charlemagne's court:

res dira, hostis atrox, hebes horror, pens acerbis, amara, litigiosa lues, res fera, grande nefas, etc.

we celebrate Charlemagne with countless court hangers-on, who fawn on their superior with a servility surpassing even that of a Cabinet Minister desperate for advancement, (but we also, with Walahfrid Strabo, visit Charlemagne in hell). Spring contests with Winter, drunken judges are reprimanded, schoolboys encouraged (*nam sine doctrina vita perit hominum*). Lindisfarne's destruction lamented, St Brigid's washing bung on a sunbeam, and the triumph of Christianity proclaimed.

If, at the end of the book, even Godman's advocacy has failed to alter my feeling that much Carolingian poetry is handle-turning stuff, that does not diminish my admiration for this fascinating book.

Heureux qui comme Ulysse a fait un beau voyage

Geoffrey Moorhouse

SLOW BOATS HOME
By Gavin Young
Hutchinson, £12.95

Our last sight of Gavin Young four years ago was in Canton, after his eight-month trip aboard various slow boats to China. Even if his account of that journey had not been as successful as it was, I imagine Mr Young would have felt compelled, sooner or later, to complete a circumnavigation of the globe. When a middle-aged man has been haunted since childhood by a yearning to run away to sea, he cannot hope to exercise it properly unless one day he sails safely home again.

This time he embarked at Hong Kong for Shanghai on a ferry boat with "a mildly knocked-about look that made her more interesting", and he came up Plymouth Sound a year later in a Welsh coaster homeward-bound from Portugal by way of Boulogne. In between he traversed the South China, the Sulu and the Celebes seas, passed from one end of Melanesia to the other of Polynesia, crossed both the mid-Pacific and the South Atlantic, and came up the west coast of Africa. Most of his time was spent in waters that have ever attracted Western escapists, where the Burns Ship (South Sea) Co Ltd rules the copra trade and much of the waves.

Gavin Young was in Tonga when he heard that a British task force had sailed into battle with Argentina. By the time he reached South America, the Falklands War was over, Young having just spent 11 days of agonized suspense aboard a Soviet cruise liner. The Russians had been amiable but uncommunicative. Most of the passengers, wealthy West Germans who resented Young's unhelped appearance in Tahiti, had been snugly misreading about the war news. ("Five more warships sunk. The

Canberra badly hit... A disaster. You have our wishes.")

This was a low spot in the Odyssey, as was the time Young spent aboard a container ship that went aground off the Brazilian coast with a mutinous crew. Much more often he was clayed by his experiences, especially as he hopped from one island to the next in the Pacific, aboard a succession of small trading craft (if his great disappointment was that he never took passage on an inter-island schooner - as it would have been mine - he doesn't let on about it). He was adopted fondly by a family in Samoa, he met a Foreign Legion deserter in Papeete, he visited Stevenson's old house under Mount Vaea and Gauguin's grave on Hiva Oa, he spent a night in a cave on Robinson Crusoe's isle. Later, he didn't just round Cape Horn; he landed there and made friends with the Chilean marines who guard it against the predatory Argentinians.

Mr Young is so obviously a warm man, with a great capacity for making friends wherever he goes, that I'm not at all surprised by his success as a maritime hitch-hiker. He has other gifts. Travel-writing is sometimes attempted by people whose greatest talent is neither for writing nor for travel, but for selling themselves in any old market place. It is good to find the old-fashioned virtues of description and narrative so splendidly employed by one whose major interest is not himself, but what and whom he discovers wherever he goes.

A SPELL BINDING ADVENTURE OF CHIVALRY, COURTSHIP AND WAR

TIRANT·LO·BLANC
TRANSLATED BY DAVID H. ROSENTHAL

"I swear to you, my friend, that it's the best book of its kind in the world. Take it home and read it, and you'll see everything I've said is true."

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ENDOR

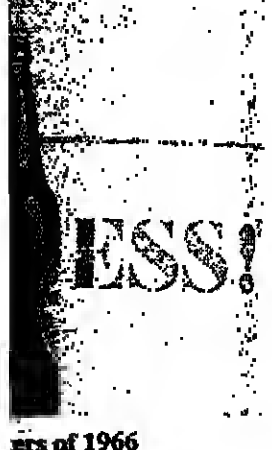
Brundish brewery opens
Harp lager consortium formed
Second Lord Iveagh retires
Arthur Francis Benjamin Guinness (known as Benjamin), the third Earl, becomes chairman. He was appointed to the Guinness assistant managing director in 1958, became
Park Royal a year later and of companies in 1960
Alton Brewery opens and Manchester Moss Side converted for larger brewing
Harp lager brewery opens in Edinburgh
Harp consortium reform Ernest Sanders appointed chief executive. 142 subsidiaries are sold off within two years

New retailing and health and fitness divisions are being built up as well as publishing. Seven and a half million glasses of Guinness are drunk somewhere in the world every day

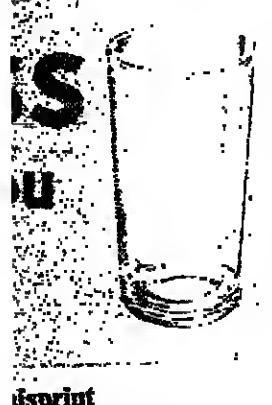


can say, as you can see, is good for you. It's good to be a toucan. Think what you can do. Famous toucan

Less!



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The TLS Cheltenham Literature Festival POETRY COMPETITION

for an unpublished poem of up to fifty lines, in English.

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The winning poems will be published in the TLS, and there will be three prizes of £50 for runners-up.

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For details and entry forms, send a stamped addressed envelope to: Poetry Competition, Town Hall, Imperial Square, Cheltenham GL50 1QA.

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MARK WISE, POUND FOOLISH

The pound's value against the dollar has risen by over a quarter since its February low tide. This represents a welcome correction of the gross overvaluation of the American currency, now suffering a succession of blows ranging from economic recession to the valdatory warnings of President Reagan's resigning budget director. But sterling has also risen 13 per cent since February, against the currency of our main European competitor. It has reached levels against the German mark as high as we have seen since 1982. And this represents a policy dilemma that should be resolved.

The pound has been boosted by interest rates which now stand very high on the international scale. We are losing competitiveness in the highest European market dangerously fast. The domestic justification for high interest rates is that growth in the Government's longest-standing measure of money - Sterling M3 - is plainly above its target range, even according to the Treasury's new and more comfortable way of calculating the figures.

Sterling M3 has been persistently distorted by financial developments, which have made it steadily less useful as a yardstick of domestic monetary conditions. West's words in successive budgets have attempted to diminish its significance. The figures are well-prepared for its figures to be set aside, and industry placated by a cut in interest rates.

It is first of all essential, however, that the Government should make clear where the new disciplines of monetary policy lie. For while Sterling M3 may be distorted, it also seems to be suggesting rather clearly that credit growth is strong; and the Bank of England does not fully understand why. In these circumstances, with some further evidence of inflationary pressure seeping through the cracks of the industrial sector, it would be singularly foolish of this avowedly monetarist Government to leave monetary policy in a vacuum.

Other measures of money have, during the past six years, taken their toll on the Government platform. The narrowest - M0 - is now subject to targets, as well as Sterling M3; and it is conveniently within its given range. Promotion of M0 to centre stage might seem to justify a cut in interest rates. But M0 is not a comprehensive guide to wider monetary developments; it would leave the problem of bank lending in limbo. Moreover, it would not carry authority while the Government's attitude to the exchange rate remained unchanged.

For the pound has now clearly risen to the top of the Government's dog-eared list of monetary indicators. While M0, M1, M2, even the wider measures of personal sector liquidity that include the activities of the building societies, have all had their brief moments of fashion, the exchange rate has grown visibly in importance to the Government. No shame in that; all along the influence of the exchange rate on inflation control has been important, and had its clear place in the international monetary system that shaped policy-making in the Treasury.

Yet there is a lack of clarity in dangerous farce being played in Merseyside between chief constable and police authority shows that. Cracks are showing in the 1964 Police Act. They must not be allowed to widen before that statute is comprehensively reviewed.

The Act provides for "mutual aid" between forces. Under their own aegis, the chief constables set up the National Reporting Centre to co-ordinate the despatch of men and material. But this scheme is flawed at two points. What if, in some unforeseen emergency, central direction were necessary to prevent some local breakdown? Sir Lawrence Byford points to the Home Secretary's reserve powers; but he does not concede that the informal, "old-pals" nature of the National Reporting Centre would then be inadequate, perhaps even an impediment to swift police action.

Meanwhile, the operation of mutual aid has twisted further the convoluted lines of financial and political accountability which bind chief police officers. During the miners' strike it took the High Court to prevent a police authority exercising political judgement over the decisions of a chief constable by curtailing his financial freedom. As local government moves, simultaneously, into new worlds of spending economies, management accounting and sharp political partisanship, here is a recipe for new conflicts between constables and councillors.

There would be a great deal of sense, however, in shadowing such a low-inflation economy as West Germany, using sterling's rate against the D-mark as a steady and stabilizing counter-inflationary force. Confidence that such was the Government's intention would fill a large gap in the Government's monetary policy. It would enable the Chancellor to lower interest rates without arousing the City's justifiable suspicions that a financial strategy which had set out to be clear and constant has become subject to the whims of day-to-day expediency.

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POLICING BRITAIN

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No joking matter

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Concern over high interest rates

From the Chairman of Nickerson Investments Limited

Sir, As a businessman, I am extremely concerned about the high level of interest rates. When the Chancellor tells us that we in business must bring our unit labour costs down before a fall in interest rates is possible, he is ignoring the facts of the matter.

In January and February interest rates in this country were increased earlier and by greater amounts than in other countries in order to cope with the pressure on sterling. However, other countries have brought their rates down, making UK base rates out of line with our major competitors.

The CBI gave its support to the increase in interest rates but warned that a reduction must follow once the pressure was off. The pound has now appreciated about a quarter against the US dollar and by about a seventh against the Deutschmark. This has gone on for too long.

We must take prompt action now. If action is not taken, then not only will we suffer from a competitive disability, but also the mechanism for coping with further pressure on sterling will not take a further hike in interest rates lightly if and when pressure on sterling arrives.

Mr Lawson should realise that his refusal to acknowledge that the high level of interest rates is a major issue puts the competitive position of British industry at risk. He should heed the calls of the CBI and act now before it is too late.

Yours faithfully,
GORDON PETTITT, Chairman,
Nickerson Investments Limited,
Merchants and Manufacturers,
333-350 Royal Exchange,
Manchester,
July 10.

Level-crossing safety

From Mr G. C. Pettitt

Sir, The risks to the safety of children which Councillor Moore (July 5) believes will exist at Etchingham when automatic half-barriers are installed are not supported by experience. There are now 280 automatic half-barrier crossings in operation on British Rail and since the first types were installed over 20 years ago no child pedestrian has been killed or even injured by a train at an automatic crossing.

The guidelines governing the design and installation of level-crossing equipment are strict. Every application requires the personal examination of a Department of Transport railway inspector who will satisfy himself that the plans meet the guidelines and always visits the proposed location.

Final approval is only given by the Secretary of State after full consultation with the Railway Inspectorate and the highway and local authority involved. The proposal to install automatic crossing equipment at Etchingham has been subjected to this rigorous procedure.

Councillor Moore also says that there will be increased danger to pedestrians when the up-side car park is closed. She can be reassured on this point as we now have no plans to close it.

Yours faithfully,
GORDON PETTITT,
General Manager,
British Rail, Waterloo Station, SE1.

Axing the Civil Service

From Mr J. H. Gracey

Sir, In his article (June 26) Mr West makes two assertions: that the Civil Service is grossly overmanned, and that more and better staffing inspection is the way to bring the numbers down. Neither assertion will bear examination.

Of course it is true, as Mr West says, that the Civil Service has come down sharply in recent years: in the Inland Revenue (where I was until recently Principal Establishment Officer) the fall so far amounts to 15,000 since 1979 (about 17.5 per cent). But this fall - at least so far as the Revenue is concerned - is not a measure of overmanning; it reflects a whole range of changes.

Some have been legislative - such as the change in the mechanics of giving relief for life-assurance premiums and mortgage interest relief - others procedural and organisational, arising from the results of internal studies (many involving greater use of computers). They include a cumber of Rayner scrutinies.

Changing rules for NHS consultants

From Dr Simon Behrman

Sir, I am grateful for the opportunity provided by your leader (July 8) to voice a long-held view on some present anomalies in the NHS.

Under present conditions the so-called "juniors" often carry the lion's share of consultant work in NHS hospitals. In the majority of cases, by virtue of their age and experience, they are fully competent to carry this burden. However, this arrangement enables many consultants to undertake a larger load of work in the private sector than would otherwise be possible.

The anomaly could be corrected by upgrading well-merited "juniors" to consultant status. Such rearrangement, with minimal financial cost to the NHS, would rectify the inequitable position of highly-qualified specialists (now in the "bulge" waiting to step into non-existent consultant vacancies) and would at the same time impose some check on the amount of work consultants could undertake in the private sector.

Yours faithfully,
SIMON BEHRMAN,
33 Harley Street, W.1,
July 8.

From the President of the Hospital Consultants and Specialists Association

Sir, Your editorial (July 8) is less than fair to NHS consultants. The few who abuse their privileges need to be identified and sacked, but the vast majority of consultants over-fulfil their contracts and merit praise for their service to the NHS. The Press is always ready to vilify and rarely prints the good news about consultants.

The Auditor-General's criticism of the manner of collection of fees due to the NHS for services rendered to private patients was almost entirely directed at district health authorities' total failure to set up proper accounting systems for the purpose in spite of several DHSS circulars directing authorities to do so. In many districts, including my own, appropriate forms have still not been provided for patients and consultants to complete to permit proper billing. Without an adequate mechanism for identifying private patients it is not surprising that fees are not always collected.

Your remedy of preventing consultants from practising their skills where they wish outside the hours their employer has purchased is an unreasonable restraint of trade. It is only because the NHS is so grossly underfunded and NHS health care severely rationed that there is demand for private practice from patients.

The part-time contracts agreed by Aneurin Bevan at the inception of the NHS were designed to attract the best doctors to work in the NHS, otherwise their talents would only have been available outside it. As long as private medicine remains far better paid than NHS medicine, the best doctors would no doubt leave the NHS to the detriment of the service.

Yours faithfully,
DAVID SIMPSON,
Clark to the Justices,
Ulrich Petty Sessions Division,
The Court House,
Harefield Road,
Uxbridge,
Middlesex,
July 5.

Match point

From Mr William Critchley

Sir, In light of your correspondent's predicament of the up-ended match-box spilling its contents (July 2), may I suggest that opening the box about half an inch, the right way up or upside down will reveal quite safely which way up is the inner drawer of the box.

This is not, however, something that should be attempted by an inexperienced hand in the dark, but in this case a disposable lighter is a useful standby.

Yours sincerely,
WILLIAM CRITCHLEY,
Gardai Flat,
187B Church Road,
Upper Norwood, SE19,
July 3.

Hard Times

From Mr David Myers

Sir, In defence of Mrs Sheena David's (July 9) newsagents, I would like to point out that her mathematical theory is probably only one of three good reasons for her not receiving *The Times*.

Over many years Fleet Street's failure to provide newsagents with consistent deliveries of all editions has resulted in newsagents having to take the line of least resistance to placate the majority of readers.

When shortages occur and one is forced to send substitutes, the abuse one receives from readers if one inadvertently sends the *Times* reader the *Sun* or the *Star* reader the *Telegraph* is unbelievable.

The solution not to send any paper to a reader results in the "domino" theory of the delivery person inadvertently delivering the next customer's paper and ending up with no paper for the last house. They then return the next day and give the good news to the newsagent that he failed to mark up a paper for the last house, by which time the newsagent is only too well aware of the problem.

Having been a newsagent for 18 years and just retired to read *The Times* I am of the opinion, "No paper is bad news".

Yours faithfully,
DAVID MYERS,
(Late of Stonehill Newsagents,
167 Station Road,
23 Herdendale,
Aldershot,
Weybridge,
Surrey,
July 9.

ON THIS DAY

JULY 11 1866

ROYAL VISIT TO A BREWERY.

Yesterday the Prince of Wales visited the brewery of Messrs. Truman, Hanbury, Buxton, and Co., and spent considerable time in viewing the various departments of that great establishment. The malt loft was next visited. Here 17,000 quarters of malt are kept for immediate brewing; but in premises out of town the firm usually stores about 120,000 quarters, so that there have been times when the enormous quantity of 137,000 quarters of malt. The machinery for mixing the malt is very extensive and ingenious. The grain is placed in huge vats, and revolving jets throw boiling water upon it, which percolates evenly and gradually through the grain. The water used in the various parts is pumped by steam power to the amount of 250,000 gallons daily. A series of prongs, something like those of a field rake, revolve through the liquid malt and thoroughly mix it up before the process of fermentation. In the production of the various kinds of beer brewed in Messrs. Truman's establishment no less than 174,674 qrs. of malt and 900 tons of hops are used annually. The refuse of the hops is utilized by being mixed with coal dust, the combination making excellent fuel, which is thrown into the furnaces as required by self-acting cylindrical fire-feeders. As you enter the malt house, looking at the wetting mixture of the malt and hops, and the endless band with small buckets attached to it by which the malt is raised from below and carried to a height of 40 feet, a small level was touched by one of the partners. Instantly a bell rung, and within three or four seconds all the machinery in the brewery was at rest. This arrangement is provided in case of accident to any of the workmen, or of anything going wrong with the machinery in any of the departments.

On a signal of "all right," pistons were again shooting up and down, fly wheels were spinning round, boiling water was being sprinkled over the malt, and malt and hops were being worked up like so much porridge, within as short a time as that required for the suspension of all this mechanical exertion. Having ascended and descended several times, the Prince obtained explanations from the foreman as to the nature of the preliminary processes of the manufacture, the Prince entered the fermenting lofts. These form one of the most interesting portions of the establishment. As you enter the loft, you walk over acres of fermenting tuns, while still larger tuns rise in pyramids on each side of you. In one of them, which the Prince saw half full of the fermenting mass yesterday, no less than 80 men were at work. There is a cesspool, a windlass must have been provided to enable the company to reach their seats, and to bring them to the surface again, for to look down this monstrous vessel is like looking into a large pit lined with timber. There is a strong effluvia of carbonic acid gas from these vats, and, though a large section of the sides is removed so that some atmospheric air is constantly entering, the gas is so strong over the surface that it is difficult to breathe as instantly to extinguish any light which is held inside. The Prince of Wales tried the experiment by setting fire to a match and introducing it when in full flame, passing across to another part of the loft. The match was extinguished. The Prince entered the cellars in which there is storage for nearly 100,000 barrels of beer, and which are five or six acres in extent. The scene that presented itself there was curious and picturesque. Leading from the door was a long avenue formed by beer casks in line piled one above the other. From the roof hung a number of lighted candles in three branch sconces. In front of the casks, along the sides of the cellars, were a number of brewer's men - stalwart fellows, in white coats and red caps, each holding a candle on the end of a portable handle. One of these candles was handed to the Prince by a brewer, who, in a body guard of the drymen all holding their candles and marching in procession, made a circuit of the great storehouse. When he was about half way through, the gentlemen of the firm drew his attention to an immense barrel, called the "Prince of Wales," from the fact that it was finished and baptized on the 9th of November, 1841, the day his Royal Highness was born. The barrel was taken up by a derrick, the Prince witnessed the operation of loading a derrick with barrels ready for delivery, which is effected by means of machinery worked by gas-engines. The barrels are taken up on a couple of wheels, which are run up by a derrick, and are then lowered down to the level of the derrick. From the stables the Prince went to see the process of cleaning the casks, which are cleaned by steam machinery. Pieces of chain with bullet knobs on them are put with some liquid into the casks, which are then placed in a frame and turned about by an eccentric rotation motion. A great saving of time and money is effected through this cleansing by machinery as compared with the old method of hand washing; and the importance of such saving must be considered. The Prince saw that 93,968 casks in constant use. The brewery keeps nine steam-engines and two gas-engines at work, and consumes about 9,000 tons of coal annually, besides between 8,000 and 9,000 tons of spent hops. Before the Prince left the yard the men surrounded him at a respectful distance, and raised a peal of hurrahs which must have been heard at a long distance from the brewery. The Prince was taken up by a derrick, and a large crowd of people gathered outside, who gave his Royal Highness an enthusiastic greeting as he appeared in the street. The Prince of Wales subsequently honoured the firm by his company at luncheon.

Yours etc.,
A. B. SHRANK, President,
Hospital Consultants and Specialists Association.
The Old Court House,
London Road,
Ascot, Berkshire,
July 8.

From Mr M. A. Burrows

Sir, My committee, representing all hospital consultants throughout the UK, has been urging Government for some time "to encourage NHS consultants to work to a greater, not lesser, extent in their NHS hospitals". However the method of achieving this proposed by your leader would lead to a two-tier system of hospital care, both socially and geographically, crowding out many of the experienced consultants to work entirely outside the service.

We are strongly committed to the ideals of the NHS, the strength of which is that it is able to retain the skills and ability of these consultants. Thus we believe that the right course is still to provide the main choice within the NHS system, while allowing a complementary private hospital sector to develop.

As the Auditor-General made clear in his recent report, the real problem with the management of private practice in the NHS is a failure of administration properly to implement the present arrangements, not deliberate abuse. Following recent discussions we expect the Government to act to improve these administrative arrangements.

Yours faithfully,
MAURICE BURROWS, Chairman,
Central Committee for Hospital Medical Services,
British Medical Association,
Tavistock Square, W.C1,
July 9.

From the Editor of Railway Gazette International

Sir, Back in 1968, a Southern Region official assured me that "we shall close the line from Tonbridge to Hastings within 10 years". Now it is being electrified and resignalled at a cost of £2.4m, which means that communities like Battle and Etchingham will not only keep their trains but enjoy a better service.

How depressing, therefore, to read in your columns (June 27 and July 5) ill-informed criticism of automatic level crossings being installed under this scheme. The independent Oppenheim report found in 1983 that all types of automatic level crossing were safe for pedestrians. In that year there were just two deaths at 403 automatic crossings, only one being an (elderly) pedestrian.

The widespread belief that school children are at risk on automatic level crossings is nonsense; whereas reckless motorists do sometimes ignore the red lights - and pay the penalty, as at road junctions - it cannot really be a single case of children being killed in this way.

The real threat to Etchingham's children is from road traffic, which kills 2,000 pedestrians every year with scarcely a murmur of public protest.

Yours faithfully,
RICHARD HOPE, Editor,
Railway Gazette International,
Quadrant House,
Sutton,
Surrey,
July 5.

A serious cause for concern. Certainly nobody was "sitting around waiting for work to arrive", nor, in my experience, have I ever heard of that happening.

Against this background, what has been the role of staffing inspection? In the Revenue it has been useful but not major; roughly 1,000 of the net reductions so far flow from staffing inspection reports.

This does not mean that staffing inspections are undervalued or misused, let alone that they were not carried out. There is a continuing programme to ensure that the staffing inspection effort is targeted as effectively as possible. But for really large changes in staff numbers, major changes in the underlying structure are required; and experience shows that, given the political and organisational implications which can be expected to flow from such changes, staffing inspection is not likely to be the most productive source of these.

Yours faithfully,
J. H. GRACEY,
3 Woodberry Down,
Epping,
Essex,
July 2.

Little-known phrases

From Mr Christopher Carrier

Sir, If the West Germans are reported as being "über dem Mond" about Boris Becker (July 8), would they have been the German equivalent of "sick as a parrot" if he had lost?

Yours etc.,
CHRISTOPHER CARRIER,
149 Fledburgh Drive,
Sutton Coldfield,
West Midlands.

From the Reverend R. Meredith

Sir, Some years ago, at an ecumenical centre in France, I was in urgent and embarrassed need of the Dutch for "Madam, I think your bath is overflowing. There is a damp patch on the chapel ceiling."

Yours faithfully,
R. MEREDITH,
The Rectory,
7a Green End, Braughing,
Ware, Hertfordshire.

her has
ain

health, and personal
on overall.
to blame for its cold-war
son. Under pressure from
to spend to boost demand
to insist that it is doing
its "insistence on the
of the "market" on the
attraction to ordinary people
a market is a place where
all take the hindmost.
Government is also a loser
"spend" but only provides
are two consequences. It
instance, administration
has no way of redressing
complaints that too much
goes on bureaucracy, and
station, and too little in
medicine. If there is a
it is assumed to be due
to lack of government

the government which
for the schools.
when these results
the way in which local
authorities administer

generally, local authorities
power to condition public
on government spending
by their own "newspeak"
by the rates and the
(letter-boxes) to make
parent propaganda. Recent
ad of publicity and the
employed by King's
have protested that during
campaign against
they were compelled to use
ongoing tactics by threats
which never materialised,
and swimming pools were
lost. But when the govern-
of a rate, its leader said
of service would be lost
in the next election, the
ment must win the war.
The unscrupulous propa-
which alleges that essen-
are being damaged, it must
that there is no

THE TIMES

FINANCE AND INDUSTRY

Executive Editor Kenneth Fleet

A credibility gap that money fog cannot hide

Monetary policy as conceived and defined by the Government is now distinctly short of credibility. Although a stage fog surrounded Tuesday's money supply figures, it could not disguise the fact that the Bank of England's own calculations of M3 have risen in the past three months at an annualized rate of 23% per cent. This despite a regime of high interest rates which is meant to prevent such a thing from happening. Where high interest rates have worked wonders is with the exchange rate, now riding high not only against the US dollar, but more remarkably against the West German mark.

With the American administration determined to stimulate business activity through lower interest rates, the departure of David Stockman, President Reagan's Budget Director, suggesting even greater fiscal laxity, and world oil prices beginning to firm, the pound may have it all its own way — unless and until the Government decides it wants radically lower UK interest rates.

If political words have any meaning at all, cheaper money is not the Chancellor of the Exchequer's immediate concern. Rather the contrary: dear money and a strong pound seem to have greater appeal, implying less urgent concern with the level of unemployment than pundits and politicians alike would now have us believe.

Yesterday sterling rose from \$1.3565 to \$1.3815 against the dollar, from DM4.04 to DM4.07 against the mark, and from 83.2 to 83.9 on the trade-weighted index. Part of the market now assumes that the Prime Minister's response to the Brecon and Radnor by-election setback is to seek a return to the less complicated scenario provided by a strong currency. There could be losers as well as gainers but it would in a sense, restore some of the initiative to an embattled executive.

On the one hand, the Exchequer suffers the loss of oil revenues. Floating British Gas off against the background of a falling equity market would be tricky. On the plus side, inflation ought to fall quite sharply toward the end of the year, assuming sterling remains in high ground, industry's input costs barely move, or indeed fall, as this week's raw materials index showed but on the output side, companies would be forced to cut back, notably on earnings, the growth of which is threatening the Government's entire counter-inflation strategy.

In the short term, a squeeze on the industrial sector might well have an impact on the monetary aggregates. If business has ready access to credit, then it is hard to see why it should take a tough line on wages. But if sales and cash flows in foreign markets are harder to come by, then employers tighten up, curbing in the process their appetite for credit. It may be no more than a straw in the wind, but the Bank of England's under-funding in June coincided with repurchases by the clearing banks of nearly £1 billion of their sale and repurchase agreements with the Bank of England. These credit arrangements may be starting to unwind, although current trends are highly volatile.

In public sector spending, lower than anticipated inflation increases the potential volume of expenditure since all totals are expressed in cash terms. Hence the high exchange rate conceivably allows the authorities to satisfy some critics in the centre that infrastructure spending is adequate.

If the retail price index falls faster than the growth rate in earnings declines, then consumers' real purchasing power rises. It is tempting to hark back to 1980/81. The massive Duke of York operation was mounted in the gilt market; and on interest rates and the exchange rate which added greatly to real purchasing power — and paved the way for Mrs Thatcher's second election victory in 1983.

If the mood of the electorate has changed, and it is more concerned with unemployment than spending power, then the strategy could come unstuck. Faced with high exchange rates, employers are likely to shed yet more labour. Concentrating on the 80 per cent or so of the electorate in jobs rather than the fifth out of work may not pay off as it did in the past.

Treasury lifts its life sentence

Capital gains tax has now become so complicated that even the Inland Revenue and the Treasury can misunderstand the impact of what appear to be technical changes. The present Finance Bill was intended to improve indexation of gains made since 1982. But as part of a plan to move more swiftly to full indexation, which would make it easier to simplify the rules, the Revenue inserted a clause changing the calculation of gains on the sale of a part holding of shares from last-in-first-out (lifo) to assuming that the first holding of shares acquired was the one being sold.

The idea was that shares bought before 1982 and therefore not fully indexed for tax purposes, would be gradually weeded out as the big dealers dealt in the market.

Once the market had digested the Finance Bill, however, it was pointed out to the Treasury that this would have disastrous effects, particularly on the insurance companies which are big dealers but have enormous gains locked in old holdings of successful big companies such as GEC or Marks and Spencer. Rational insurance companies would rapidly stop buying extra shares in such companies, moving to pastures new (and often abroad) simply for tax reasons unintended by the Revenue.

Thanks largely to the perseverance of Mr Bill Mahoney, the tax expert at the stockbroker W. Greenwell, the Treasury has at the last moment tabled a new clause for the report stage of the Finance Bill, effectively moving back to the lifo system for capital gains tax which has been in force since 1982. This clause was due to be passed late last night.

Provided this is done, the threatened distortion of shareholders' buying behaviour, not to mention his or her likely disinclination to deal in equities, will have been avoided and little harm done. At the same time, since the Revenue's ill-considered plan to simplify the capital gains tax provisions eventually will lapse, the nightmare of complication will continue, contradicting every textbook guideline for equitable, administratively cheap and productive taxation. This is taxation with misrepresentation.

Changes to TSB Bill doomed

The final shape of the Bill to launch the Trustee Savings Bank on to the shareholding public in February of next year has now become virtually certain.

After a smooth trip through the Commons, the TSB Bill ran into heavy weather in the Lords where it finished its third reading on Tuesday. The Scottish lobby, led by Lord Taylor of Gryfe, launched a frontal attack on the position of TSB Scotland in the Bill and managed to secure an amendment which excluded it from the public flotation.

Another amendment from a group of peers, led by Lord Banks, puts 25 per cent of the new shares in trust for employees and customers of the group — an attempt to maintain some semblance of mutuality in TSB's make-up.

Both of those changes will be swept away by the Government when the Bill returns to the Commons on Monday. The scrapping of the TSB Scotland amendment has been agreed by the Scottish lobby. In return they have been promised that TSB Scotland will be registered in Edinburgh, will hold its annual meetings there and that its directors will have strong powers within their region. TSB Group has also promised not to run down any of the regional banks.

By any standards, Sir John Read, group chairman, has come out well from this trade-off. In return for keeping an important part of the group included in the flotation he has given away almost nothing. The likelihood that TSB Scotland would have been run down without his assurances to the contrary were probably never very great. It is one of the most profitable and dynamic parts of the group, offering plenty of scope for future development.

The 25 per cent amendment, however, will sink and never rise again. The Government objects that it would obstruct its aim of getting as wide a share ownership of TSB Group as possible.

Other obstacles to the flotation appear insignificant in comparison with the Lords amendments. Objections by another group of Scottish depositors have come too late to make an impact and no one in Parliament seems inclined any longer to argue over the question of who really owns the TSB. All seems set for another smooth ride until the actual flotation next February.

Reagan switch on budget cuts throws markets into chaos

From Bailey Morris, Washington

Congressional leaders met President Reagan at the White House yesterday to continue their negotiations on the budget as financial markets reacted in confused fashion to reports there had been a breakthrough in the stalled deficit reduction talks.

The dollar plummeted in heavy trading in New York based on the belief of many traders that the negotiation process has been threatened rather than helped by President Reagan's decision to drop his opposition to social security cost of living increases.

Congressional leaders emerged from a White House meeting late on Tuesday with the report that they had reached an understanding with the President designed to end the

impasse over defence and social security spending priorities.

Mr Reagan's surprise decision to abandon the one-year freeze on social security benefits, supported by Senate Republicans but strongly rejected by House Democrats, meant that congressional leaders had to find an additional \$20 billion to \$30 billion in budget savings to compensate.

It was unclear yesterday whether Republican and Democratic leaders would be able to agree on such large additional cuts in non-defence programmes which have already been drastically cut over the past three years.

White House officials said yesterday Mr Reagan, rather than giving into Democratic opposition, has simply removed

social security benefits as the political stumbling block preventing progress on deficit reduction.

Mr Reagan made clear, aides said, that he will support the social security increases only if savings can be found elsewhere in the budget.

On currency markets, where traders now regard record deficits as a negative influence on the dollar, the White House statements were viewed as an indication of more prolonged and uncertain negotiations to come.

The goal of both Houses of Congress has been to reduce deficits of more than \$200 billion by \$50 billion in the coming fiscal year and down to \$170 billion at the end of three years.

Senate Republicans, who fought hard for the politically unpopular cuts in social security, were dismayed by the President's apparent reversal on the issue.

"Whatever they took off the table, we will see what they put back on," said Mr Peter Domenici, the Republican chairman of the Senate budget committee, who was resisting a total reversal on social security.

White House officials, noting the mounting public concern over the huge deficits, said Mr Reagan may have to settle for slightly less in reductions, perhaps totalling \$30 billion or less. In any event, White House officials said progress must be made by the end of August if a substantial deficit reduction is to be made.

IN BRIEF

Sterling at \$1.38

The pound surged ahead again yesterday, rising to a day's high of \$1.3985, before profit-taking brought it back to a close in London of \$1.3832, up 1.65 cents on the day and its highest since June 1984. The sterling index gained 0.7 at \$3.9, its highest level for 20 months.

The pound was also buoyant against the European currencies, rising to DM4.10 against the mark, before slipping back to DM4.0685, a net gain on the day of more than three pence.

The dollar continued to trade listlessly. In New York last night, the pound was quoted at \$1.3860, while the dollar was below DM2.94 against the mark.

There were indications yesterday that the money markets were moving to the view that a half point cut in base rates may still be possible, allowing for a decent interval after the publication of the poor money supply figures on Tuesday.

Bulmer decline

H. P. Bulmer Holdings, the cider and drinks group, saw pre-tax profits fall to £7.5 million from £16.1 million in the year to April 26. Turnover rose from £127.4 million to £153.2 million. A final dividend of 2.66p makes a maintained 4.9p for the year.

Tempus, page 15

More than £14 million was wiped off the market value of Christie's International, the auction house, after its chairman, Mr David Bathurst, admitted issuing false information on the sale of two paintings in 1981. The shares plunged 35p to 218p, before closing at 220p.

Magnet lower

Profits at Magnet & Southern, the timber merchant, fell from £32.1 million to £28.2 million before tax in the year to March 31. Turnover was up from £194 million to £220 million. The dividend is unchanged at 4.7p.

Tempus, page 15

Merger terms

Queens Moat Houses, the hotel chain, will stay as a shareholder in the combined Management Agency and Music and Chrysalis entertainment group. Shareholders have approved terms for the merger, paving the way for an £8.6 million offer for sale.

Tempus, page 15

Kier chief sells to Trafalgar

By Cliff Feltham

Trafalgar House, the shipping and construction group, lifted its stake in the building contractor French Kier to 25 per cent. It was revealed yesterday after buying a crucial 10 per cent holding from the company's life president, Mr Olaf Kier.

The French Kier board is believed to be bitter over the move — which puts Trafalgar in a position to launch a full-scale bid — because it was only informed of the deal afterwards.

The chief executive, Mr Alan Fritzsche, said the directors had been "surprised" at what had happened. "It is not a situation we would welcome," he said.

According to French Kier, Sir Nigel Brookes, Trafalgar House acquired a block of 15



Sir Nigel Brookes: in position to bid

per cent in the company from Fairclough Construction in May at a price of 135p a share. Trafalgar's determination to increase its holding can be

gauged by the fact that at the end of June it paid 192p a share for the additional stake from Mr Kier, his wife and son and their related interests.

Asked whether, had the board known of Mr Kier's intentions, it would have arranged to place the shares in friendly hands, Mr Fritzsche said: "That is hypothetical now. The deal has been done."

Mr Kier, aged 86, has taken a back seat since the merger of his Kier group with French in 1973.

In the stock market French Kier shares rose 5p to 191p where the group is valued at £89 million.

Trafalgar has defended its share buying as a trade investment. Last night one analyst said: "There is no doubt Trafalgar intends to bid. But I don't think it will pay more than the current market price."

Midland and Aetna near agreement

By Peter Wilson-Smith Banking Correspondent

Midland Bank and Aetna Life and Casualty are close to agreement on Midland buying back Aetna's 40 per cent stake in Samuel Montagu, the merchant banking group. As part of the deal Aetna will acquire Montagu's fund management arm, Montagu Investment Management.

Details are likely to be announced today or tomorrow once an agreement in principle has been signed. MIM, which has about £3 billion under management, is expected to be valued at more than £40 million by the transaction.

Mr David Stevens, who heads MIM, has held talks with Aetna on management taking a stake in the equity and there has also been speculation that other institutions might be brought in as shareholders, with Aetna retaining control.

Aetna paid £66.1 million three years ago for its shareholding in Montagu, in a deal intended to boost Montagu's overseas expansion. However, Midland, which has taken a tighter grip on Montagu since the departure last year of the former chief executive, Mr Stefan Cadd, now wants outright ownership.

The clearing bank is merging the stockbroker, W. Greenwell, into Montagu.

Rough ride for LOF's directors

Directors of London & Overseas Freighters, the shipping company which gave a warning last month that it would need a fresh injection of cash to continue trading, got a stormy passage at the company's annual meeting at the Baltic Exchange in London yesterday.

Amid accusations of poor management the chairman Mr Derek Kimber, told shareholders that talks about refinancing the company's four principle creditors, Williams & Glyn's Bank, Bankers Trust, Bank of Nova Scotia and Sumitomo Corporation, were "not proceeding as fast as we would like" and he therefore had no news of substance to give them.

Listing for Laura Ashley

Laura Ashley will be going public within the next six months. The company is likely to have a stock market value of around £200 million and is owned almost entirely by the Ashley family.

ICFC owns just under 4 per cent of the United Kingdom division of the business and will continue to hold a small stake after a pre-flotation reorganization of the company, which is consolidating all the United Kingdom and overseas interests into one company.

Mr Peter Phillips, the finan-

cial director, says that the company is going public because it needs to raise extra capital to fund expansion. "Our capital expenditure this year will be around £20 million," he says. Plans include adding 50 shops to the 185 the company has at present. In the year to the end of January those shops produced most of the company's £14 million profit.

● Vantona Viyella yesterday reported pre-tax profits up from £6.76 million to £8.05 million in the half-year to the end of May.

ADVERTISEMENT



STATEMENT

by the

DIRECTORS OF THE SAVOY

For a long time, the Directors of the Savoy, and their managerial staff, have not replied to the intermittent criticism levelled at them by Lord Forte, and more recently by his son.

This campaign against the Savoy appears to stem from Lord Forte's frustration that his personal ambition to acquire control of the Savoy, which would give him control also of Claridge's, The Berkeley and The Connaught Hotels in London, has not been realised.

Ironically, while Lord Forte is doing his best to denigrate these famous hotels, which are widely regarded as among the best in the world, he is nevertheless trying very hard to get control of them.

Both he and his son have said, and repeated publicly, that they would never dream of paying the current market price for Savoy shares, which they regard as ridiculously inflated; but while they have been saying this in public, they have in private, and simultaneously, been doing the opposite.

THF's solicitors, on instructions from THF, wrote to the late Dame Bridget D'Oyly Carte and Sir Hugh Wontner earlier this year, and, among other things, offered more than the (allegedly inflated) market price for additional Savoy shares.

Now Mr Rocco Forte is saying (BBC Radio 4 on 27th June, 1985) that "The importance of making profits in an hotel group is that all hotels need money spending on them and this is not what has happened at the Savoy. No profits have meant no capital expenditure on the assets and a deterioration of the assets". Absolutely none of this is true. The Savoy spent on its four London hotels alone, from 1981 to 1984 inclusive, no less than £23 million, none of it borrowed.

It has finally to be said that Lord Forte knew perfectly well at the start of his campaign that he would be resisted, and he knew precisely what the voting structure was when he began. He nevertheless persisted, and if THF now finds itself in a predicament, it has only itself to blame.

THE SAVOY, CLARIDGE'S, THE BERKELEY and THE CONNAUGHT
HOTELS in London and THE LANCASTER HOTEL
in Paris

Burton extends Debenhams bid on same terms

Burton Group has extended its offer for Debenhams until July 24 but the level of the offer remains at £460 million.

Last night Burton wrote to Debenhams shareholders, again attacking the management of the company and giving a warning that their shares had not been above 223p before April this year when the prospect of a bid was first mooted. The document says that in 1972 Debenhams advised its shareholders to reject a bid from UDS but "it took more than 11 years for Debenhams share price to regain even the level of the UDS bid".

Burton's chairman, Mr Ralph Halpern, said that Debenhams was projecting "significant" progress this year, but the first 10 weeks had produced a sales increase of just 5.7 per cent.

MARKET SUMMARY

STOCK MARKETS

FT Ind Ord	923.1 (-8.9)
FT-A All Share	594.05 (-5.30)
FT Gov Securities	82.68 (+0.15)
FT-SE 100	1230.4 (-9.2)
Bargains 19,170	
Dataseam USM	95.76 (-1.31)
New York	
Dow Jones	1323.58 (+1.68)
Tokyo	
Nikkei Dow	13,012.09 (-)
Hong Kong	1573.41 (+8.37)
Amsterdam	215.1 (-2.9)
Sydney: AO	905.9 (+3.6)
Frankfurt	
Commerzbank	1378.6 (-71.2)
Brussels	
General	330.34 (-9.65)
Paris: CAC	218.2 (-0.3)
Zurich	
SKA General	382.70 (-5.0)

GOLD

London fixing:	
am \$314.7; pm \$314.85	
close \$314.50-\$315.00	(£227.25-£227.75)
New York:	
Comex (latest) \$314.75	

MAIN PRICE CHANGES

RISES:	
Sterling Inds	73p +13p
Airflow Stream	30p +4p
Bulgin A	15p +15p
Cronica	80p +7p
Central & Snaar	7p +5p
Macdonald	849p +50p
FALLS:	
Sound Offusion	48p -8p
A & G Sec	35p -8p
Christians Int	220p -33p
Eucalyptus	380p -8p
Ingram	115p -15p
CPU Computer	25p -3p
Bristol Oil	19p -2p
Richards	30p -3p
BSRa	25p -6p
Logica	122p -12p
Castia (GB)	23p -5p
Brewmaker	23p -2p
Pineapple	35p -3p
Sarasota	83p -7p
Offer	12p -1p
Real Time	60p -5p
Monument Oil	12p -1p
ACT	125p -10p
Bulmer	129p -10p

CURRENCIES

London:	
E: 51.3832 (+0.0185)	
E: DM 4.0681 (+0.0143)	
E: SwFr 3.3849 (+0.0089)	
E: FF 12.3543 (+0.0661)	
E: Yen 336.55 (+0.0094)	
E Index: 83.9 (+0.7)	
New York:	
E: 51.3832 (+0.0185)	
S: DM 2.9378	
S Index: 140.3 (-0.9)	
ECU 20.554851	
SDR 20.748293	

INTEREST RATES

London:	
Bank Base: 12 1/2%	
3-month interbank 12 1/4-12 3/4%	
3-month all bills 11 1/4-11 3/4%	
buying rate	
US:	
Prime Rate 9.50%	
Federal Funds 7 1/4%	
3-month Treasury Bills 6.91-6.89%	
Long bond 108 1/2-108 3/4	

هذا من الاصل

COMMERCIAL PROPERTY

Surveyors hit back at critics over threat to standards

Mr Paul Orchard-Lisle, the new president of the Royal Institution of Chartered Surveyors and deputy senior partner of Healey & Baker, has strong views on the property investment market.

Healey & Baker's research team has recently published the June edition of "Prime", its assessment of property's performance across Britain. The firm argues that property is still a good investment and that the recent downgrading of certain property companies' portfolios with a heavy weighting in the industrial sector does not mean that property's overall performance is poor. Furthermore, active portfolio management is resulting in some funds outperforming other investments with property.

Shop rents are still forging ahead of the retail price index with an aggregate rise of 9.4 per cent compared with an inflation rate of 6.9 per cent in the year to June 1985. But growth has been patchy, with the South-east showing an initially disappointing rental growth rate of 7.3 per cent. However, this figure combines locations with a 10 per cent rise and those where there has been none. Retailers have a stronger representation in the South-east, so pressure for new space is not so great there. Also, shoppers in the South-east have more choice, which encourages the growth and decline of centres.

So, with an optimistic view on rental growth in the retail sector at least, the yields being paid by some buyers for prime retail space, at the 3.5 to 4 per cent level, might be justifiable in the short term.

But it seems that a more realistic attitude to valuing



Paul Orchard-Lisle: wants surveyors in top jobs

property is prevailing. Healey & Baker is the first to admit that valuation is by no means an exact science - more a mix of mathematical methodology allied with a nose for the market. The firm, and others in the property world, were annoyed by the remarks made by Mr David Hagar to the Institute of Actuaries a while ago, about the wide variation in value placed on a theoretical sample of different properties by different surveyors.

Healey & Baker's rejection of Mr Hagar's findings is unequivocal. The firm argues that he gave very superficial information to the valuers, which under normal circumstances they would not use as the basis of a valuation. It also says he should have selected his surveyors more carefully. But of course it would say that. However, it is fair to say that Mr Hagar's research was a little thin and he did make sweeping statements about the nature of valuation from his survey. Healey & Baker claims that

the notion of an open market sale of a property to a willing buyer by a willing seller is hardly the norm, and that valuation based on such assumptions is bound to be wide of the mark. It says that, in 60 or 70 per cent of cases, special circumstances are attached to deals, rather than the stock market, which will affect a valuation undertaken by a surveyor with a nose for the true state of the property market.

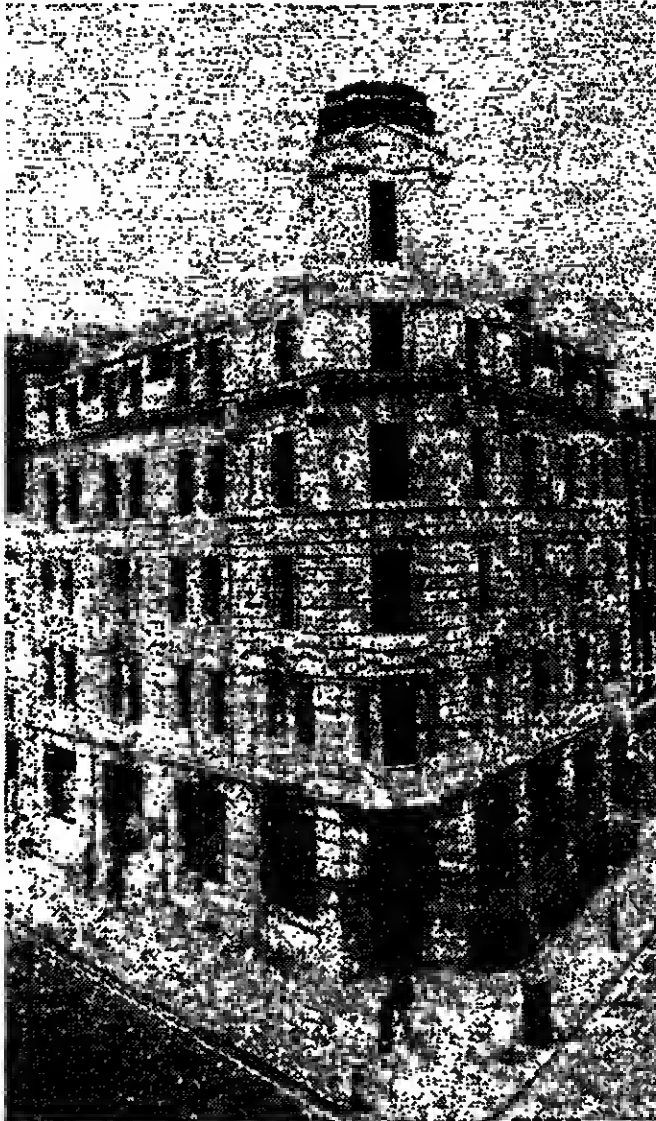
Mr Orchard-Lisle is, understandably, a staunch defender of the surveyor's skills. His first remarks on becoming president of the RICS gave a warning that the public's "unrealistic obsession with fee-cutting" was undermining the profession's need to maintain standards.

He also criticized the general level of property knowledge in industry and government, saying that the understanding of property matter among board members and chief executives was deplorable.

During his year as president, Mr Orchard-Lisle will be campaigning to encourage more chartered surveyors into the top jobs in local authorities and business.

Surveyors are also going to have to cope with the ramifications of the Big Bang, which is causing such upheaval in the City. An extraordinary general meeting of the RICS will soon be debating the question of limited liability and the possibility of outside investment in surveying firms. When it comes to shaping the big financial services conglomerates, property people do not want to be ignored.

Judith Huntley



Hammerson Group is asking £190,000 a year rent for Norfolk House, Southampton Place (above), which has just been refurbished. It provides 11,000 sq ft of offices in Holborn, an area which the agent Barker Harris Saunders says is experiencing increasing demand.

City site may go to Guinness Peat

Guinness Peat Properties with London & Edinburgh Trust is believed to be the preferred developer for the City of London Corporation-owned site at the Minories, on the eastern side of the City. An official announcement from the City Corporation is expected tomorrow.

The site, now used as a car park, is owned by the City Corporation and it will be a step for the new Docklands Light Railway under construction from Tower Hill to the Isle of Dogs.

The City Corporation put the site out to tender to obtain the highest price for it, allied with a high quality office development. Guinness Peat has planning permission for an 180,000 sq ft scheme on the site. A third party, as yet unknown, is to be involved in the project.

A private meeting of the City Corporation was held at the end of last week to discuss the terms of the deal but no comment was forthcoming before the official announcement. Sites of this size in the City are at a premium at the moment and it is expected that the City Corporation will obtain a high price for its property.

Warnings about relying too heavily on the consortium of American banks involved in developing Canary Wharf on the Isle of Dogs in London's Docklands came from Mr Tony Grant, of Grant & Partners, at a conference held in London last week.

Mr Grant, who is active for two of the developers displaced by the consortium's option, said: "The new American initiative in Docklands is a most attractive proposition but it must not be allowed to undermine the rapidly growing confidence or established and growing support for Docklands from the United Kingdom private sector. I believe it is simply too risky for all the enterprise zone eggs to be in one American consortium basket."

Mr Grant argued that the London Docklands Development Corporation, the body responsible for regenerating Docklands' 5,000 acres, should hedge its bets and not withdraw from dealings with other interests who have been steadily drafting plans to develop in a more conventional way than the £1.5 billion scheme proposed by Financière Credit Suisse First Boston Group, Morgan Stanley International and First Boston Real Estate.

But despite that he sees the possibility of utilizing investment in single buildings in Docklands, particularly the large office buildings envisaged by the consortium.

If utilization can be linked to the 100 per cent capital allowances available in the Docklands enterprise zone Mr Grant believes such an ideal tax shelter would be the spur to bring investors into the area. Institutional investors are noticeable by their absence from

Docklands at the moment with development being led by contractors or small private investors.

Beaufort House Development, the joint company set up by Stockley and the P & O group's Town & City Properties, is negotiating with the freeholder, the Prudential Assurance Company, about a new long lease for the building or the possibility of buying its freehold.

At the moment the Prudential receives a ground rent of £35,000 a year for Beaufort House but that situation continues for only three years. So Beaufort House Development would like to buy out the Prudential's interest. And it may buy out the remaining tenants' interest.

P & O, which owned the long leasehold of Beaufort House, has been moving staff out of the offices but Jardine Matheson remains with a hefty lease term. There is a possibility that Jardine will participate in any redevelopment of the building. Beaufort House would like to demolish it but a refurbishment may be in order at least in the short term.

Fleet House, Hong Kong Land's 168,700 sq ft office tower in Vauxhall, is now 65 per cent let, giving further credence to the view that the Hong Kong property market is getting its strength back. The building, the company's first in Vauxhall, received its occupation permit only four months ago. Now Hong Kong Land is developing the 330,000 sq ft, Harcourt House on an adjoining site.

Consortium Developments, which wants to build a private enterprise new town in Essex, has lodged an appeal with the Department of the Environment because Thurrock Council has failed to decide on its planning application within eight weeks. Consortium Developments consists of a consortium of British leading house-builders and plans a series of 5,000-home new towns. The Essex application, which involves 750 acres of Green Belt land, is the first to be made and it is opposed by the local authority.

Property and insurance companies now own 43 per cent of the City of London, according to a survey carried out by Savills, the estate agents. Livery companies own 12.6 per cent and the City Corporation has 10.5 per cent. Savills identified the owners of 896 buildings in the City, which has 56 million sq ft of office space.

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Minister can withdraw service

Williams v Minister of Agriculture, Fisheries and Food

Before Lord Justice May, Lord Justice Slade and Lord Justice Lloyd (judgment delivered June 27)

The Minister of Agriculture, Fisheries and Food was not bound, as the landlord of an agricultural holding, to provide services for the disposal of the tenant's produce and for centralized services to the tenant and others on the minister's estate. The Court of Appeal, in a reserved judgment (Lord Justice Lloyd dissenting in part), allowed an appeal by the minister (the defendant) against declarations to the contrary by Mr Justice Beldam on the application of Mr John Warwick Williams (the plaintiff), of Bluebell, Chawston, Roxton, Bedfordshire.

Mr Derek Wood, QC and Mr Christopher Priday for the defendant; Mr Scott Baker, QC and Mr Duncan Matheson for the plaintiff. LORD JUSTICE SLADE said that on May 6, 1979, the plaintiff and the Land Settlement Association Ltd (LSA), as agent acting for the minister, entered into a written tenancy agreement by which he was granted a tenancy of holding No 110 on the minister's Chawston Estate in Bedfordshire, as a market garden.

Their Lordships had been told that the minister was bound to provide a scheme for the provision of centralized services to the plaintiff among other tenants on the Chawston Estate in accordance with clauses 10 and 11.

The use of the word "scheme" in that context was inaccurate because that word did not feature in clauses 7, 10 or 11.

Under the opening limb of clause 11, the obligation imposed on the minister was not an obligation to provide centralized services *simpliciter*; it was an obligation to provide "such centralized services as the minister may from time to time consider necessary or expedient for the disposal of the marketable produce of the smallholdings situated on the estate."

"11. The minister... agrees... to provide for the use of the tenant's produce for the disposal of the produce as the minister may from time to time consider necessary or expedient."

On December 1, 1982 the minister stated that since he was convinced that the tenants of the LSA estates should take over the

responsibility for marketing their own produce he intended to terminate the current LSA marketing arrangements. The plaintiff was informed in January 1983 that the arrangements would cease after December 1983.

The plaintiff contended that the terms of his tenancy agreement required the minister to provide both a marketing scheme and centralized services for himself and the tenants on the estate, so long as they remained tenants. Accordingly, he issued an originating summons against the minister seeking the two declarations made by the judge.

The plaintiff had never disputed that the minister was of the bona fide opinion that it was no longer necessary or expedient to maintain the organization or to make arrangements after December 31, 1983.

Having reached the conclusion that clauses 7, 10 and 11 were not binding, the judge indicated that the plaintiff was entitled to a declaration that under the terms of the tenancy agreement the minister was bound to provide a scheme for the disposal of the plaintiff's produce in accordance with clause 7.

He further granted a declaration that the minister was bound to provide a scheme for the provision of centralized services to the plaintiff among other tenants on the Chawston Estate in accordance with clauses 10 and 11.

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On December 1, 1982 the minister stated that since he was convinced that the tenants of the LSA estates should take over the

expedient that was quite contrary to the wording of clause 11.

Although the opening words of clause 7 conferred on the minister a large number of alternative options, they appeared to impose on him a mandatory obligation.

If the evidence showed that he considered it necessary or expedient to maintain a particular organization or to make particular arrangements for the disposal of the produce but was nevertheless declining to do so, he would be in breach of his contractual obligations under the clause. But the evidence did not show that.

In those circumstances, reasons similar to the principal reasons for rejecting the plaintiff's claim based on clauses 10 and 11 compelled the rejection of his claim based on clause 7.

LORD JUSTICE LLOYD said that Mr Wood said there was nothing in clause 7, or elsewhere in the agreement, which obliged the minister to dispose of the tenant's produce, whether by purchasing himself, or selling, or otherwise disposing of it. He considered it necessary only to do so if he considered it necessary or expedient.

His Lordship felt bound to say that he would only reach that conclusion if compelled by the clear language of clause 7. It seemed contrary to the whole purpose or "genesis" of the scheme, as incorporated in the agreement, which was to provide smallholders with the means of disposing of their produce. In return for which they agreed to grow such crops as the minister might require.

The meaning of the agreement was tolerably clear. It was for the minister to decide whether to approve arrangements for him to dispose of the tenant's produce. He had a discretion as to the machinery, but he had no discretion as to objective. He could not refuse to dispose of the produce altogether.

The construction of clause 7 adopted by the judge, with which his Lordship agreed, not only did full justice to the grammar of the clause, but also reflected the clear intention of the parties derived from the agreement itself and the underlying scheme.

Reading clauses 10 and 11 together his Lordship was driven to the conclusion that the provision of services was entirely at the minister's discretion.

LORD JUSTICE MAY delivered a judgment concurring with Lord Justice Slade.

Solicitors: Solicitor, MAFF, Wilkinson & Butler, St Neots.

Economic duress rare in employment law

Hennessy v Craigmyle & Co Ltd

The argument that economic duress was capable of rendering a contract voidable was applied in circumstances in which it was likely to be successfully alleged would arise only in the most exceptional cases.

Mr Justice Popplewell's judgment in the Employment Appeal Tribunal, sitting with Mr J. Smith and Mr J. Fowles, in case 28, which dismissed an appeal by Mr Charles Hennessy from a London industrial tribunal's decision that they had no jurisdiction to hear his unfair dismissal complaint, was a significant one. It was a decision which, in the eyes of those accepting a sum of money in final settlement of any claims against his employers, Craigmyle & Co Ltd.

His Lordship said that it was argued that because of the provisions of section 140 (2) of the Employment Protection (Consolidation) Act 1978 which specifically laid down the matter which could be relied on as validating a contract, the doctrine of economic duress had no application to the Act.

But the words "agreement" in section 140(1) was subject to all the qualifications by which an agreement could be avoided at common law. It was never intended that the provisions of section 140(2) should be construed as overriding those provisions.

The question was whether the acts capable of amounting to economic duress in fact existed in the circumstances of the case.

Purpose of judicial review cases

Regina v Chief Constable of Merseyside Police, Ex parte Calveley and Others

The purpose of judicial review was to review the process by which decisions had been reached, not to give prospective effect to the Queen's Bench Divisional Court (Lord Justice Lloyd and Mr Justice Macpherson) stated on June 26, dismissing applications by five police officers for orders restraining the decision of a disciplinary hearing against which an appeal was pending.

LORD JUSTICE LLOYD said that the normal rule was that an applicant for judicial review should first exhaust his rights by way of appeal. If the appeal was allowed the decision-making process in relation to the previous decision became irrelevant.

His Lordship disagreed with *The Supreme Court Practice* 1985, volume 1, p.756 in so far as it suggested that where the decision-making process was improper, he carried out judicial review was appropriate, albeit that there was no appeal on the merits.

Quality of the opposition to winding up

In re Holiday Stamps Ltd

As a general rule the court having regard to the quality of the opposition to the winding up of a company would not pay so much regard to the views of someone who was connected with the company, namely a creditor or a director, as it would to the views of genuine outside creditors whose debts might be less in amount.

The Court of Appeal (Sir John Donaldson, Master of the Rolls, Lord Justice Melford and Lord Justice Nourse) on June 24 dismissed an appeal against the decision of Justice Harman on November 12, 1984 that Holiday Stamps Ltd be compulsorily wound up.

LORD JUSTICE NOURSE said that the general rule was made clear by the notes to section 246 of the Companies Act 1948 (14th edition, 1981), vol 1, p.799.

No evidence of need to unlock right of way

Wayney District Council v Wholgemouth

Before Judge Thomas

(judgment delivered June 26)

In an action concerning a right of way over a lane or track to a housing estate called Nordalls in Kessingland, Suffolk, Judge Thomas, sitting as a judge of the Chancery Division, dismissed an application for an injunction and other relief in respect of a gate with a padlock which had been erected there by the defendant in February 1978 in order to prevent unauthorized use of it by the public.

A right of way over the lane was granted to the plaintiff's predecessors in title in 1934 when it was envisaged that the area would be developed as a housing estate. It was so developed by the plaintiff's early in the 1970s and by 1978 it had ceased to be used by the householder and tenants on the estate because access to the houses had been made elsewhere.

The defendant, by a conveyance of 1978, had acquired a similar right of way over the lane which ran along one side of a plot of land inherited from her father and on which her house now stood.

Mr P. Simpson for the plaintiff; Mr John L. Reide for the defendant.

Home Office to decide on refugee status

Regina v Secretary of State for the Home Department and Another, Ex parte Santis

Regina v Secretary of State for the Home Department and Another, Ex parte Bugdaycar

The determination of refugee status, which in practice was not distinct from consideration of a claim for political asylum, was a matter for the secretary of state; and paragraph 13 of the *Regulations of the Immigration Rules* (1984) specifically showed that applications for political asylum were to be referred by the entry clearance officer to the Home Office.

Mr Justice Taylor so held in a reserved judgment in the Queen's Bench Division on June 28, dismissing applications for certiorari to quash decisions of the

secretary of state who refused two applications for political asylum and decisions of immigration officers treating the applicants as illegal entrants.

MR JUSTICE TAYLOR said that the court's function was limited only to review the secretary of state's decision on the familiar *Wednesbury* principles (1948) 1 KB 223 and there was no basis in cases of political asylum to draw an analogy with cases of legal entrants where the court had the duty to determine on the facts whether an applicant was an illegal entrant.

It was impossible to say that in the present case the secretary of state could have reached the decisions that were reached, and the decision practised on the entry clearance officers so that the applicants obtained leave to enter the UK was material.

Whether place of business is established

In re Oriol Ltd (in liquidation)

For the purposes of section 106 of the Companies Act 1948 a foreign company established a place of business in England when it had a local habitation of its own from which it carried on business and such habitation had a degree of permanence or recognizability as being a location of the company's business, even though not necessarily owned, or even leased, by the company. And it was to be inferred from the evidence whether such a place of business had been established.

The Court of Appeal (Lord Justice Oliver, Lord Justice Mustill and Sir David Buckley) so held on June 28 allowing in part an appeal by a creditor against an order of Mr Justice Mervyn Davies who declared that seven charges created by the company in favour of the creditor were void against the liquidator and against any creditor for want of registration under section 95 of the Act.

LORD JUSTICE OLIVER said that on all the evidence the inference that the place of business of the company was, at least from July 1, 1979, at the directors' English matrimonial residence was not difficult to draw and the appeal in relation to the latter three charges would be dismissed.

Rearguing point decided in previous court

Hornigold v Chief Constable of Lancashire

Although a Divisional Court was not absolutely bound by the previous decision of another Divisional Court, the court should not depart from a previous decision where that decision was plainly wrong. The Queen's Bench Divisional Court (Lord Justice Robert Goff and Mr Justice Beldam) held, dismissing an appeal by one stated on June 27.

LORD JUSTICE ROBERT GOFF said that *R v Grady* (1984) QB 671 was intended to provide a sensible basis on which the Divisional Court should regard previous decisions. It was not intended to provide a charter under which parties were free to reargue points which had previously been argued before the court simply on the ground that they could persuade the court that it should reach a different conclusion.

To allow such arguments to be advanced would be to upset the stability in law which the doctrine of precedent was designed to maintain. Before a party was to reargue a point which had been the subject of a previous decision, he should be able to indicate at the outset some specific argument which he could say would convince the court that the previous decision was plainly wrong.

Wates in expansive mood

Wates City of London Properties, the company with a property portfolio consisting entirely of office buildings in the City, intends raising more money.

The company has no gearing at the moment and so can raise borrowings without coming to the market for another placing. It is in an expansive mood. It recently bought Winchester House in the City, with Friends Provident Life Office, for £65 million. A range of options on the building's future are under consideration.

The deal with Friends Provident was struck in a remarkably short time and in the face of competition from the likes of

MEPC and Scottish Amicable which is heading a consortium. Scottish Amicable is an 18 per cent shareholder in Wates but decided that it wanted a direct as well as an indirect share in the booming City office market.

Friends Provident and Wates are looking at refurbishing Winchester House, a partial refurbishment and redevelopment with additional space or demolition and replacement with a new building. It was bought on a 7.6 per cent yield.

There is no denying that Wates's refurbishment of City Tower in Basinghall Street has been successful with the latest tenant paying £34 a sq ft. The lease structure on the building is for 10 years with five-year

reviews but all the lettings come up for review at different times and Wates has the option to take the lease from a tenant and offer it on the open market.

Meanwhile, Wates is considering what to do with its sites at Cheapside. It has planning permission for 154,200 sq ft of offices and retail space on the site bounded by Cheapside, Queen Street and Pancras Lane.

Part of this area abuts Mr Peter Palumbo's Mansion House Square site. Wates would be keen to buy part of Mr Palumbo's holdings but he has yet to disclose the details of his new plans for the site now that he has appointed Mr James Stirling his architect.

WHITECROFT

THIRD SUCCESSIVE YEAR OF RECORD PROFIT

	1985	1984	
Pre-tax profit	7.4m	6.2m	up 20%
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Turnover	101.8m	95.7m	up 6%

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The textile division will continue to exploit its specialised skills against a background of cost reduction and technical development. It is expected that the division will produce improved profit.

We aim to improve the building supplies division's effectiveness in the current year by a programme of enhancing service through better facilities and by broadening our product range to cover customers' full requirements.

The lighting division is aiming to achieve improved turnover in both home and export markets and increased profit in the current year.

The property development division is expected to produce a steady volume of activity and a growing profit contribution over the years ahead.

Whitecroft is well set to continue and improve on its achievements.

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USA business ("CGL" USA)

The Chrysalis record label was launched in the USA in 1972. Until 1976 Chrysalis records were sold and distributed by Warner Bros. Inc. on a licensed basis.

In 1976 it was decided to expand the business to compete with local companies in the talent market by selling and distributing its records through independent distributors/wholesalers. As a result CGL (USA) became responsible for its inventory, together with manufacturing, marketing and promotion, previously handled by Warner Bros. Inc. Consequently, staff levels and management were strengthened and offices established in Los Angeles. CGL (USA) had immediate success and was able through its raised profile to sign a number of US acts to support continuing successful US sales of UK product. These acts were signed with a view not only to selling records in the US but also to supplying the Chrysalis worldwide distribution network. The success of Blondie and Pat Benatar are examples of this policy.

Between 1976 and 1982 the pattern of Chrysalis record sales was through direct deals with distributors in the US and by licensing the catalogue on a royalty basis in Canada and to CGL(UK) for the rest of the world. However, as the recession began to bite in the US, more companies which had previously sold their records through the independent distributor network sought the protection of a deal with a major distributor. CGL(USA) was one of the first companies to realise that many of the independent distributors were under-capitalised and that the possibility of significant bad debts existed. In December 1982 CGL(USA) withdrew from independent distribution and entered into a three year distribution agreement with the records division of Columbia Broadcast Systems Inc. ("CBS"), and as a consequence moved its base of operations to New York. This agreement commenced on 1st January, 1983 and has subsequently been extended for five years starting from 1st January, 1986.

Reorganisation of the CGL Group following the departure of a co-founder

On 16th January, 1985 Terry Ellis left the CGL Group and entered into agreements to sell his UK and USA shareholdings for £17.3 million (including costs). As part of these agreements, Terry Ellis gave undertakings not to approach or engage any employee of the CGL Group for a period of six months and not to approach or engage any artist, producer or song-writer under exclusive contract to the CGL Group until the expiry of one year after the termination of each relevant contract.

Terry Ellis was instrumental in the establishment of the record operations of CGL(USA) and was responsible for the management in its formative years. For the latter years, however, he was not involved in the day to day management of the business which was the responsibility of a locally appointed president. During the 1980s, he became progressively less involved with the record business because of his growing interest in the visual programming activities of the CGL Group. With the exception of the production of promotional music videos and "The Max Headroom Show", the CGL Group has now discontinued its activities in visual programming. The Directors believe therefore that the departure of Terry Ellis has not adversely affected the CGL Group's record business either in the UK or USA and the strong senior and middle management teams which have been built up over the years ensure that any disruption which may have resulted has been confined to administrative changes.

THE MAM GROUP

MAM was formed in January, 1969 for the purpose of acquiring the services and management of entertainment artists and to engage in the fields of agency and promotion of artists. In February, 1969 it acquired for shares the major part of the entertainment earnings of Tom Jones, Engelbert Humperdinck and their then manager, Gordon Mills, for a period of 10 years, together with certain other agency and promotional activities.

MAM Shares were offered for sale to the public in March, 1969 by Ionian Bank Limited and at that time it was MAM's intention to acquire interests in other major artists and to assist in the development of their careers. Far-reaching provisions of the subsequent Finance Act 1969, however, precluded MAM from the acquisition of any such other artists on viable commercial terms and MAM took steps to utilise the substantial earnings over the years from its original acquisitions by diversifying into other activities, broadly within the leisure industry. The original contracts with Tom Jones, Engelbert Humperdinck and Gordon Mills came to an end in July, 1979 and were replaced by less remunerative contracts which expired in 1982. Since then MAM has been entitled to receive only 50 per cent. of royalties arising from recordings made by the artists during the period of their contracts with MAM.

Since its flotation in 1969, MAM has continued and enlarged its music publishing and promotion activities and has diversified into ownership and operation of hotels, the supply of post-production facilities and services to the television, film and video industry, the operation of juke-boxes and amusement machines in public houses and clubs, the supply of background music equipment, the sale of electronic organs and pianos and the production of animated cartoons. Further details of the operations of MAM are included under "Business" below.

BUSINESS

Chrysalis plc is principally a record and music company with additional interests in the leisure sector. The Directors of Chrysalis plc, in order to integrate the businesses of MAM and CGL, intend to organise the combined Group into five operating divisions as shown in the table below, which analyses, by activity, aggregated turnover and profit before taxation of the companies forming the new Chrysalis Group for their respective financial years ended in 1984:

	Turnover		Profit before taxation	
	£'000	%	£'000	%
1. Records and publishing	61,205	64	4,989	62
2. Facilities management	4,120	4	876	11
3. Hotels and machines	22,242	23	1,427	18
4. Agency and promotion	3,159	3	296	4
5. Other	5,300	6	414	5
	96,026	100	8,002	100

The above analysis of profit on ordinary activities before taxation has been arrived at after apportioning unallocated central overheads in each individual group on the basis of profits of each group arising from those activities prior to apportionment.

1. Records and publishing

Separate CGL subsidiaries in the UK and USA produce and market records. Each company has a roster of artists including Ultravox, Midge Ure, Spandau Ballet, the Colourfield, Paul Hardcastle, Jethro Tull, Go West, Alvin Stardust, Special AKA, UFO, Michael Schenker, David Grant, Leo Sayer, Simon F and the Adventures in the UK, and Huey Lewis, Pat Benatar, Icehouse, Billy Idol and Debbie Harry in the USA signed directly, generally on a worldwide rights basis. Records are distributed through Polygram Record Operations Limited in the UK, CBS in the USA and through a network of licences throughout the rest of the world.

The record companies of the CGL Group do not carry out any manufacturing, but sub-contract to outside parties for all their manufacturing needs, whether of tapes, compact discs or the more traditional black vinyl discs. This policy allows the record companies to concentrate on the creative and marketing aspects of the industry and limits fixed overheads and the need for substantial capital investment. It also enables the CGL Group to take advantage of competitive prices arising from manufacturing overcapacity in the market place.

Music publishing companies in both the UK and USA own and administer the song catalogues of a variety of writers. Among the best known catalogues signed to the CGL publishing companies are those of Leo Sayer, Chris de Burgh, Scritti Politti, and Ian Anderson (of Jethro Tull) in the UK and Blondie, Pat Benatar, Huey Lewis, Billy Idol and John Waite in the USA. CGL also has a full period of copyright interests in a significant number of songs by David Bowie. In addition, through the Air Group, CGL receives the producer's royalty on sales of most Beatles records and has a 50 per cent. shareholding in the leading music publisher in Scandinavia, A.I.R. Music Scandinavia AB. MAM's music publishing interests include many well known "standards" and have been built up since 1969 as the result of material signed to its publishing subsidiaries over the years, and by the acquisition of the existing catalogues of writers such as Paul Anka and Leonard Cohen. MAM's publishing interests are represented in many overseas territories and have been, in the main, administered on MAM's behalf by independent agents.

2. Facilities management

The combined Group owns and operates sound recording studios in London, principally Wessex Studios in Highbury and Air Studios at Oxford Circus. The latter is the leading recording studio complex in the UK and was purchased from George Martin and others in the early 1970s. Mr Martin, a director of Chrysalis plc, is an extensive user of the studios, which, like Wessex Studios, are forward booked for several months ahead. MAM owns 50 per cent. of Audio International Recording Studios - a joint operation with Radio Luxembourg.

The video facilities business, 75 per cent. owned by MAM and trading as Research Recordings Limited, specialises in the supply of post-production facilities and services to the television, film and video industries. It recently moved to new premises in Camden Town, opposite TV-AM, and substantial sums were invested in new equipment. Research Recordings currently operates the post-production and transmission of Premiere Cable Movie Channel and has also been involved with the editing of many television programmes.

3. Hotels and machines

MAM owns and operates seven hotels and one inn, trading under the name Kingsmead Hotels Limited. The hotels have 3 or 4 star ratings and offer 380 bedrooms together with extensive bar, restaurant and conference facilities. Considerable sums have been spent over the years to maintain high standards and extend the hotels' facilities where this was deemed profitable. Recent years have seen a continued increase in turnover and profitability from this activity.

Juke-boxes and amusement machines are operated in public houses and clubs by MAM Inn Play Limited and Kenmar Leisure Limited, both businesses having been acquired by MAM some 12 years ago. The companies expanded substantially over a period of several years, but for the past two years profits have been at somewhat lower levels mainly due to the erosion of profit margins resulting from the companies being unable to pass on their rising costs to their customers in the brewery industry through increased equipment rentals. There are signs that the efforts of management to rectify this position are now showing some success. Despite the setbacks of the past two years, however, the companies together continue to be the largest contributor to the MAM Group's profits.

4. Agency and promotion

MAM's agency and promotion activities, over the last few years, have concentrated on international and UK entertainment artists. There has been continued involvement with acts such as Cannon & Ball, Russ Abbot, Shirley Bassey, Lulu, Wall Street Crash, Jimmy Tarbuck and The Moody Blues. In recent years international artist promotions have featured Tom Jones, Dionne Warwick, Julio Iglesias and Neil Diamond. CGL owns an entertainment agency through World Service Agency which represents many well known UK pop and rock artists including Culture Club, Roxy Music and Jethro Tull. In addition, through a 50 per cent. owned subsidiary, Air Management Services Limited, CGL manages the careers of a number of record producers.

5. Other

Chrysalis Properties Limited, the property dealing and development company, has profitably utilised available group cash to invest in properties, principally residential. Its property investment policy has always been to keep projects current so that they may be readily realised, as appropriate, to provide cash for the CGL Group's mainstream activities.

Musical instruments, principally electronic organs and pianos, are sold through a single outlet in Belfast owned by Tugan-Crane (Music) Limited and nine outlets in England owned by Minns and Cranes Music Limited. Both companies were purchased by MAM from the receiver in 1983. The Belfast company has traded successfully since its acquisition, but Minns and Cranes Music Limited has continued to experience trading difficulties and its problems are under review.

The CGL Group has discontinued all its visual programming activities, except for the production and exploitation of music videos, as a by-product of the promotional activities of its record company, and "The Max Headroom Show". In addition, animated cartoons are produced by The Ness Company Limited in which MAM acquired a 75 per cent. interest in 1983. This company was formed in conjunction with the well-known cartoonist, Peter Maddocks, to produce a series of animated cartoons entitled "Family Ness", based on the Loch Ness Monster and recently shown on BBC, and merchandising agreements have been signed in respect of products associated with the characters depicted in the series.

ADVANTAGES OF THE MERGER

The Directors believe that the combined Group will gain substantially from the merger of the CGL Group, with its active management and prominent position in the record and music business, and the MAM Group, with its strong balance sheet and spread of established businesses. In particular, there are a number of specific areas which the Directors believe will benefit from the integration:

1. Records and publishing

Music publishing has proved an excellent long term investment for many companies but, to achieve maximum profitability, songs must be actively marketed and promoted. CGL has a fully staffed publishing operation with personnel actively engaged in promotion, exploitation, development and administration of its songs, on both sides of the Atlantic. The MAM Group catalogue contains many valuable "standards" which the Directors believe can be exploited to the full by CGL's promotion and catalogue exploitation teams.

MAM will shortly regain the right to administer its own catalogue in many overseas territories, which is presently administered on MAM's behalf by independent agents, and it is the Directors' intention to merge the two groups' catalogues for all promotion and administration purposes. Apart from maximising income, there will be an immediate saving in administration costs. The combined catalogue will also present a more attractive proposition in those territories where Chrysalis plc plans to set up its own operations. Where Chrysalis plc retains sub-publishers, the Directors believe that it will be able to command better sub-publishing terms.

MAM owns the right to a back catalogue of record products both from its original artists and generated through the MAM record label. Whilst much has already been done to exploit these, the CGL Group, through its own budget and mid-price product lines, is in an ideal position to rework any product which reverts from its original licences.

2. Facilities management

The CGL Group is a major user of video production facilities and the existence of an 'in-house' facility in Research Recordings Limited (75 per cent. owned by MAM) will be of great practical advantage and will enhance that company's turnover.

The Directors also believe that there should be advantages to Research Recordings Limited, the Air Group and Wessex Studio operations from co-operation at a technical and administrative level.

3. Agency and promotion

World Service Agency Limited concentrates mainly on UK-based rock and pop talent, whilst MAM represents many international entertainment artists. The two businesses are complementary and it is the Directors' intention to merge them into one operation. Savings in overhead and administration costs will follow and the Directors believe the resulting company will occupy a stronger position in the industry representing a larger cross-section of artists.

4. Other

Substantial savings can be achieved from reductions in central overheads, the most obvious area of cost saving being for accommodation. The CGL Group currently has enough vacant office space to house the MAM central management and administration team thus releasing West End office space. The Directors believe that savings can also be achieved by the rationalisation of other central services.

DIRECTORS, MANAGEMENT AND EMPLOYEES

DIRECTORS

The Directors believe that the new Chrysalis Group has a strong management team with appropriate depth in all key areas. Details of the Directors of Chrysalis plc are set out below.

Chris Wright - aged 40, is Executive Chairman and co-founder of the CGL Group. Since its formation, he has been principally engaged in overseeing the UK and international operations with substantial involvement in talent acquisition and artist activities at an international level. In recent years, however, he has also been progressively involved in the general management of CGL (USA) and, following the reorganisation of the CGL Group, he has been executive chairman of both the UK and USA Groups. From 1980 to 1983 he was chairman of the British Phonographic Industry Limited, the industry's representative body and is currently a board member of IFPI which is the international recording industry association.

Terry Connolly - aged 41, is Managing Director. He qualified as a chartered accountant in 1966. He spent five years with J Walter Thompson latterly as UK group financial controller and then, after two further years in the advertising industry, joined the CGL Group as finance director in 1973. In 1984 he became group managing director with responsibility for all companies in the CGL Group.

Nigel Butterfield - aged 37, is Finance Director. After qualifying as a chartered accountant with Peat, Marwick, Mitchell & Co. in 1969, he joined MAM in 1972 where he held the position of group chief accountant for four years. In 1976 he left MAM for the CGL Group and was appointed group finance director of the CGL Group in 1978.

Kenneth Chappelow - aged 62, is Chairman and Managing Director of Kenmar Leisure Limited. He has had 40 years' experience in the coin-operated amusement industry having joined his father's company after leaving school. In 1960 he formed Kenmar Leisure Limited which in 1973 became a wholly-owned subsidiary of MAM and he joined the MAM board in 1979.

Barry Clayman - aged 49, is managing director of MAM's entertainment division. He has had 26 years' experience in show business involving artists' management, agency and promotions and has been a director of MAM since its flotation.

Jack Craig - aged 51 years, is President of Chrysalis Records Inc. He has considerable experience of the recording business in the USA having held senior positions with both CBS and RCA - he was at CBS from 1960 to 1980, latterly as senior vice president and general manager of the Columbia label, and spent 3 years at RCA, first as UK managing director and subsequently as vice president of the USA and Canadian record divisions. He joined the CGL Group in 1983 as executive president of the USA operations and is resident in New York.

Doug D'Arcy - aged 38, is Managing Director of Chrysalis Records Limited. After graduating from Manchester University in 1968, he joined the CGL Group and became managing director of Chrysalis Records Limited from its inception. He is responsible for the trading activities of Chrysalis Records Limited on an international basis with the exception of North America.

Peter Hazlerigg - aged 40, is Managing Director of both Kingsmead Hotels Limited and MAM Inn Play Limited. He has been in the hotel and leisure industry since the start of his career. He and a partner formed Kingsmead Hotels Limited in conjunction with MAM in 1973. He was subsequently appointed to the Board of MAM Inn Play Limited and also to the Board of MAM in 1979.

George Martin - aged 59, is Chairman of the Air Group. He studied at the Guildhall School of Music. In 1962, as head of Parlophone (a division of EMI), he signed the Beatles and went on to produce all their subsequent records. He joined the CGL Group in 1974 after setting up the Air Group which the CGL Group acquired in stages in the years to 1981. His principal occupation remains that of a record producer and composer of film music.

Gordon Mills - aged 50, is a Non-executive Director of Chrysalis plc. He was chairman of MAM from its inception and his career has spanned many activities within the entertainment industry including songwriting, record production and artist management. He is currently resident in the USA and continues to act as the personal manager of Tom Jones.

William Smith - aged 57, is Deputy Managing Director of Chrysalis plc. He qualified as a chartered accountant in 1957 and was in active practice until shortly before the flotation of MAM. He was initially appointed financial director of MAM and from 1970 until the Merger he held the position of managing director.

MANAGEMENT

The new Chrysalis Group has a team of experienced senior managers, the majority of whom have been with the CGL Group or the MAM Group for a number of years. The table below sets out brief details of the senior management:

Name	Position	Age	Years of service
Records and publishing			
Jeff Aldrich	Executive vice president in the USA	34	9
Mike Allen	International director of Chrysalis Records Limited	31	2
Rick Dobbs	Vice president of marketing in the USA	34	1/2
Roy Eldridge	Managing director of the UK records division	37	14
Paul Hutchinson	Senior vice president of finance and administration in the USA	37	11
Bruno Kretschmar	Managing director of Chrysalis Music Limited	38	1/2
Stuart Slater	A&R director of Chrysalis Records Limited	39	7
Facilities management			
Mike Abrahams	Managing director of Research Recordings Limited	35	8
John Burgess	Managing director of the Air Group	52	20
Winston Coleman	Commercial director of Research Recordings Limited	42	5
David Goldsmith	Marketing manager of Research Recordings Limited	41	1
David Harries	General manager of Air Recording Studios	42	15
Bill Price	Managing director of Wessex Studios	40	15
Hotels and machines			
Doreen Chappelow	Marketing director of Kenmar Leisure Limited	55	16
Michael Lampitt	Regional director southern area of MAM Inn Play Limited	47	5
Frank Pinnock	Finance director of MAM Inn Play Limited	61	21
Christopher Thomson	Finance director of Kenmar Leisure Limited	37	4
Michael Treavett	Financial controller of Kingsmead Hotels Limited	38	10
Raymond Weir	Regional director northern area of MAM Inn Play Limited	33	2
John Williams	Regional director midlands area of MAM Inn Play Limited	43	5
Richard Winslet	Financial director designate of MAM Inn Play Limited	36	1/2
Agency and promotion			
Kenny Bellinger	Joint managing director of World Service Agency Limited	51	16
Richard Cowley	Joint managing director of World Service Agency Limited	39	16
Martin Hopewell	Director of World Service Agency Limited	34	12
Other			
Peter Caisley	CGL Group company secretary and director of legal services	40	11
Noel Graham	Managing director of Tugan-Crane (Music) Limited	46	24
Graham Iliffe	MAM Group company secretary and group accountant	39	13
Richard Webb	Managing director of Minns and Cranes Music Limited	41	24

EMPLOYEES

As at 31st May, 1985 the combined Group employed a total of 1,527 staff. Set out below is an analysis of staff both by activity and geographic region:

	UK	USA	Total
Records and publishing	64	45	109
Facilities management	83	—	83
Hotels and machines	1,208	—	1,208
Agency and promotion	17	—	17
Other	39	—	39
Finance and administration	56	15	71
	1,467	60	1,527

The Directors believe that the relationship between staff and management is good and employees are encouraged to take a positive interest in the combined Group's activities. Preferential application rights are available for shareholders of MAM and employees of and recording artists under contract to the combined Group in respect of up to a maximum of 430,000 shares being offered for sale, representing 10 per cent. of the issue.

Most UK full time employees are eligible to participate in one of the combined Group's pension and life schemes. Group pension schemes are reviewed at regular intervals as appropriate. The Directors consider that the current contribution rates together with the accumulated funds are adequate to meet anticipated liabilities.

MAM adopted two share option schemes, an Executive Share Option Scheme and a Savings-Related Share Option Scheme, on 25th April, 1984. As part of the Merger, certain amendments were made to these schemes to allow for the changed circumstances, including increasing the number of shares which may be issued under each scheme, amending the rules to allow US employees to join the Executive Scheme and changing the name of each scheme to that of "Chrysalis Group plc". A summary of the terms of the two schemes is set out in paragraph 8 of Part 6 of this document.

Following the Offer for Sale, it is proposed that options over a total of 500,000 shares will be granted at the Offer for Sale price under the Executive Share Option Scheme. Of these, it is proposed that 50,000 will be granted to each of George Martin, Nigel Butterfield and Jack Craig, all of whom are Directors of Chrysalis plc. The remaining options over 350,000 shares will be granted to senior executives below main Board level.

TRADING RECORD

The table below summarises the turnover and results of the CGL Group for the five years ended 31st December, 1984 and of the MAM Group for the five years ended 31st July, 1984, further details of which are set out in the accountants' reports on the respective groups:

	1980	1981	1982	1983	1984
Turnover	£'000	£'000	£'000	£'000	£'000
The CGL Group	29,342	34,533	27,313	38,251	65,865
The MAM Group	20,429	21,241	22,726	26,311	30,161
Pro forma turnover of the combined Group	49,771	55,774	50,039	64,562	96,026
Profit (loss) before tax, extraordinary items, discontinued activities and non-recurring payments					
The CGL Group	3,727	4,426	(461)	2,173	6,183
The MAM Group	2,683	1,857	2,170	1,778	1,819
Pro forma profit before tax of the combined Group	6,410	6,283	1,709	3,951	8,002

THE CGL GROUP

Since its inception in 1967, the CGL Group has been consistently successful in signing and developing new recording artists, initially in the UK and then in the US, all of whom have benefited from the group's developing worldwide distribution network. The record and publishing businesses of the CGL Group are, by the nature of their operations, strong positive cash generators and the CGL Group's financial controls and planning have ensured that the cash position has been optimised.

Despite the recession in the record and publishing industries between 1979 and 1981, CGL's profits continued their growth as a result of increased worldwide sales. CGL's success over the period resulted from the strength in depth of its roster of recording artists which provided a succession of hit records from Blondie, Ultravox, Leo Sayer, Pat Benatar, The Babys, Spandau Ballet, Stiff Little Fingers, Linx and "Two Tone" label recording artists the Specials, Selector, Madness and The Beat.

As referred to under "History", the results for 1982 and 1983 were significantly influenced by two significant factors in the USA, being the change in distribution arrangements and the relocation of the base of operations to New York from Los Angeles, both of which caused considerable disruption to trading. The effects of these changes have been dealt with as extraordinary items in the accounts and, therefore, have been excluded from the above record. However, the adverse financial effects of the disruption to trading, though substantial, are less easily quantifiable and consequently remain in the above figures. As subsequent events have proved, whilst the move from a network of independent distributors throughout the USA to CBS was an expensive one for CGL, the other record companies which had distributed through the independent network but were slower to withdraw suffered far more severely.

Records sold in the USA to wholesale and retail outlets are on a sale or return basis. On withdrawal from the independent distributor network, the distributors sought to repay their indebtedness to CGL's USA record company by returning not only their own inventory but also records which they themselves had sold on to retailers on a sale or return basis. During 1982 and 1983 CGL therefore suffered a substantial number of returns. Some returned records were restickered and sold, but



many were scrapped. To lessen the impact of this, a credit line of \$10 million had been negotiated with CBS as part of the new distribution arrangement under the terms of which CBS agreed to contribute 50 per cent. of the scrap value of all album and tape returns scrapped and to take up 50 per cent. of any bad debt arising from the independent distributors. Furthermore in December, 1982 the base of CGL's USA operations was moved to New York, which is where CBS is based. The combined effect of these two factors, which have been dealt with as extraordinary items, caused considerable disruption to CGL's trading activities, severely depressing the results for 1982 and 1983. This was further aggravated by the postponement of the US release dates for a number of CGL's major artists until the last quarter of 1983 and early 1984.

The results of the CGL Group in 1983 were, however, enhanced by a credit of some £1.8 million of pre-paid performance guarantees not previously taken to profit. Under the CGL Group's normal accounting policy, residual balances are not brought into profit until the expiry of the related licensing agreements.

In 1984 excellent results were achieved in the USA particularly in the first six months with the establishment of Huey Lewis and Billy Idol who joined Pat Benatar as current multi-million dollar selling acts on the record label. The Directors recognise that the 1984 USA results were excellent and although attainable cannot necessarily be expected to be repeated in every year, therefore the Offer for Sale price and statistics set out under "Summary of Information" have been based on the pro forma profit estimate for the year to 30th June, 1985 set out below.

THE MAM GROUP

Throughout the five years 1980 to 1984 the continuing trading operations of the MAM Group, upon which the above record of turnover and profits has been based, can be divided into three main categories. These comprise an Entertainment Division, covering earnings from the contracts with MAM's original artists, music publishing, agency and promotions; a Machine Division engaged, through two separate companies, in the supply and operation of juke-boxes, fruit machines and other amusement equipment, and a Hotels Division which owns and operates seven hotels. To these three Divisions there was added, in 1983, a major investment in video facilities, and in the same year smaller investments in a cartoon production company and musical instrument shops. All these new operations are described more fully under "Business" above.

In 1980 all Divisions traded successfully and profits of over £2.6 million were the second highest achieved in the MAM Group's history. During 1981 the effects of the recession and high interest rates began to make themselves felt in all aspects of the MAM Group's business and profits in that year were reduced by some 30 per cent.

In the year to July, 1982 all three Divisions showed modest increases in profitability, with the result that profits again rose above £2 million. In July, 1982 contracts with Tom Jones, Engelbert Humperdinck and Gordon Mills came to an end and, as was to be expected, the MAM Group's earnings from its Entertainment Division in 1983 were markedly lower. At the same time the machine companies began to experience increased resistance from their customers in the brewery industry to proposed rental increases, and in consequence their own profit margins were reduced. These two factors resulted in a drop in MAM Group profits to below £1.8 million.

Businesses covering video facilities, musical instrument sales and cartoon production had been acquired during 1983, but in 1984 these hardly produced sufficient returns to cover the high interest charges on their overall cost of acquisition. The Hotel and Entertainment Divisions traded extremely well, but the erosion of profit margins in the Machine Division continued and interest charges were higher as the result of increased borrowings resulting from the sale at a loss of discontinued businesses. The combined effect of these facts was that profits to July, 1984 differed little from those of the previous year, at £1.8 million, of which the Machine Division contributed well in excess of 50 per cent.

PRO FORMA PROFIT ESTIMATE

The combined Group's pro forma estimate of profits for the year to 30th June, 1985 comprises the aggregation of the individual estimates of the CGL Group and the MAM Group. On the bases and assumption set out in Part 5 of this document, the Directors estimate that the profit before tax of the new Chrysalis Group for the year to 30th June, 1985, had the new Chrysalis Group been constituted, would have been not less than £5.5 million and £6.2 million after adjusting for interest on new money. The components of both figures are set out below.

	£'000
Profits before tax, not less than	5,500
The CGL Group	3,850
The MAM Group	1,650
Interest at 12 per cent. on the net proceeds from the Offer for Sale (£5.35 million) and Samuel Montagu's subscription (£0.5 million)	702
	6,202

FINANCIAL STATISTICS

EARNINGS PER SHARE

On the basis of the pro forma profit estimate of £6.2 million set out above, the 26,147,855 Chrysalis plc Shares in issue following the Offer for Sale and a notional tax charge of 35 per cent., earnings per share in respect of the year to 30th June, 1985 would have been 15.4p per share had the combined Group been in existence throughout the year.

PRICE EARNINGS RATIO

At the Offer for Sale price of 200p per share, the price earnings ratio, based on the pro forma estimated earnings per share of 15.4p after a notional tax charge of 35 per cent., is 13.0 times.

DIVIDENDS

The Directors of Chrysalis plc intend to declare a second interim dividend for the period to 30th June, 1985 of 3.95p net per share, payable in November, 1985. The shares which are being offered for sale rank in full for this second interim dividend and for all dividends and other payments hereafter declared, paid or made.

In a full year in which a level of profits similar to that estimated for the year to 30th June, 1985 is earned, the Directors of Chrysalis plc would expect to recommend dividends totalling 5.6p per share (8.0p including the associated tax credit) payable as to an interim dividend of 2.0p in June and a final dividend of 3.6p in January. At the Offer for Sale price, this would give a dividend yield of 4.0 per cent. On the basis of pro forma estimated earnings per share of 15.4p this level of dividends would be covered 2.7 times.

NET TANGIBLE ASSETS AND BORROWINGS

The adjusted balance sheet of the combined Group set out in paragraph 2 of Part 2 of this document shows pro forma net tangible assets of £1.58 million, equivalent to 6.0p per share.

The CGL Group's principal strength is the depth of its roster of recording artists and its ability consistently to attract new talent to update that roster. Artists generally sign contracts giving the CGL Group the worldwide rights to up to eight albums. These contracts, together with the combined Group's catalogue of records and music publishing, represent the combined Group's most valuable asset, albeit intangible, and their considerable earning power is illustrated by the CGL Group's recent trading record. In spite of this and the fact that catalogues in the music industry can be and are bought and sold for considerable sums, it is the combined Group's accounting policy to carry its artist roster and catalogues, apart from purchased music catalogues, in the accounts at nil value. In view of this policy, disclosed book net assets of the combined Group exclude its most valuable asset.

In addition, these figures are calculated after deducting approximately £17.3 million in respect of the cash consideration and associated costs paid out in connection with the reorganisation of the CGL Group in January, 1985. At 31st May, 1985 the combined Group had pro forma net borrowings of £11.9 million. After taking into account the net proceeds of the issue and £0.5 million payable by Samuel Montagu in respect of the exercise of its option to purchase 36,333 CGL Shares, pro forma net borrowings at that date would have been £6.0 million.

In order to effect the reorganisation, CGL arranged a US \$12 million revolving credit line with CBS, reducing to \$6 million on 1st January, 1990 and expiring on 31st December, 1990. This facility strengthens the close trading relationship between CBS and CGL's US operations.

PROSPECTS

Through the Merger and Offer for Sale the combined Group will be afforded a more diverse range of activities and a broader capital base. The Directors believe these factors will enable a further strengthening of Chrysalis plc's market position in both the UK and USA and will provide scope to develop ancillary activities. It is the intention of the Board that the combined Group's core activity will remain the record business, which will continue to use the management's proven skills in finding, developing, promoting and exploiting new acts, and continuing the process as artists become established.

During 1984 a concerted effort was made to sign and develop new bands, and consequently there was a larger than usual investment in signing new artists, continuing the policy of ensuring a successful roster of artists for the future of record sales. The beneficial effects of these efforts have already resulted in three new acts achieving first time "top 5" entries in the UK singles charts - Paul Hardcastle (no 1), Go West (no 5) and David Grant (no 5); the former two are currently also achieving a considerable degree of international chart success. In addition, the combined Group has assured itself of a very full release schedule for the next 12 months giving good potential for success in the financial year to 30th June, 1986.

Apart from the cost savings, the Directors believe that the benefits of the Merger are most immediately achievable in those activities common to both the MAM Group and the CGL Group, being music publishing, agency and promotion and facilities management. In addition, the Directors believe that the hotels, which currently have high occupancy rates, will continue to trade at a high level of profitability, and that there are indications that the juke-box and fruit machine operations, which have in recent years suffered reductions in profit margins, will be able to improve their terms of trade.

The Directors are confident that the combined Group's strong management, marketing skills, tight financial control, strong cash flow and ability to identify and develop new acts, will ensure that Chrysalis plc is able to exploit its medium and long term growth opportunities. Accordingly, the Directors view the current financial year and the future with great confidence.

PART 2: PRO FORMA FINANCIAL INFORMATION ON THE NEW CHRYSALIS GROUP

1. PROFIT AND LOSS ACCOUNT

The table below sets out the pro forma consolidated profit and loss account of the combined Group following the Merger, based on the audited consolidated accounts as set out in the accountants' reports for the years ended 31st December, 1984 and 31st July, 1984 of the CGL Group and the MAM Group respectively (see note (a) below).

	Notes	The CGL Group £'000	The MAM Group £'000	The combined Group £'000
Turnover		65,865	30,161	96,026
Cost of sales		(34,787)	(23,467)	(58,254)
Gross profit		31,078	6,694	37,772
Distribution costs		(15,871)	(1,138)	(17,009)
Administration costs		(9,474)	(3,553)	(13,029)
		5,733	2,001	7,734
Other income		22	339	361
Interest receivable		496	83	579
Share of profits of related companies		38	2	40
Interest payable		(6,289)	(2,425)	(8,714)
Profit on ordinary activities before taxation		6,183	1,819	8,002
Tax on profit on ordinary activities		(1,358)	(855)	(2,213)
Profit on ordinary activities after taxation		4,825	964	5,789
Minority interests		—	(14)	(14)
Profit attributable to shareholders before extraordinary items		4,825	950	5,775
Extraordinary items, discontinued activities and non-recurring payments		(1,145)	(14)	(1,159)
Profit after taxation and extraordinary items		3,680	936	4,616
Dividends		—	(730)	(730)
Retained profit for the year		3,680	206	3,886
Earnings per share	(a)	—	11.4p	25.4p

2. BALANCE SHEET

The table below sets out the pro forma consolidated balance sheet of the combined Group following the Merger, based on the audited consolidated accounts as set out in the accountants' reports for the years ended 31st December, 1984 and 31st July, 1984 of the CGL Group and the MAM Group respectively (see notes (b) to (f) below).

	Notes	The CGL Group £'000	The MAM Group £'000	Adjustments £'000	The combined Group £'000
Fixed assets		175	—	—	175
Intangible assets		1,709	22,500	537	24,746
Tangible assets	(d)	727	82	—	809
Investments		2,611	22,582	537	25,730
Current assets		4,368	—	—	4,368
Properties held for resale		1,272	2,299	—	3,571
Stock		330	—	—	330
Film production costs and rights		18,325	3,400	—	21,725
Debtors		981	—	—	981
Artist advances		490	75	—	565
Listed investments - UK		1,331	1,159	—	2,490
Cash at bank and in hand		514	—	—	514
Consideration receivable on allocation of shares to Samuel Montagu	(c)	—	—	5,350	5,350
Estimated net proceeds receivable from the Offer for Sale	(f)	—	—	5,350	5,350
		27,611	6,933	5,350	39,894
Creditors: Amounts falling due within one year		(39,062)	(13,826)	—	(52,888)
Adjustment for balance of share consideration		(2,847)	—	—	(2,847)
		(41,909)	(13,826)	—	(55,735)
Net current liabilities		(14,298)	(6,893)	5,350	(15,841)
Total assets less current liabilities		(11,687)	15,689	5,887	9,889
Creditors: Amounts falling due after more than one year		(2,750)	(860)	—	(3,610)
Deferred taxation		(883)	(3,605)	—	(4,488)
Minority interests		—	(211)	—	(211)
		(15,320)	11,013	5,887	1,580
Capital and reserves		1,453	835	327	2,615
Called up share capital	(g)	478	2,703	5,023	8,204
Share premium account	(h)	—	4,338	537	5,075
Revaluation reserve	(i)	—	2,937	—	(14,314)
Profit and loss account	(c)	(17,251)	2,937	—	(14,314)
		(15,320)	11,013	5,887	1,580

3. NOTES TO THE PRO FORMA FINANCIAL INFORMATION

- The pro forma earnings per share of the combined Group shown in paragraph 1 above are based on earnings before extraordinary items, discontinued activities and non-recurring payments of £5,775,000 and 22,772,855 MAM Shares, being the number of MAM Shares in issue following the Merger but before the Offer for Sale.
- The pro forma balance sheet of the combined Group is based on an aggregate of the balance sheets of the CGL Group set out in paragraph 5 of Part 3 of this document and of the MAM Group set out in paragraph 3 of Part 4 of this document, assuming the Merger is implemented in full and following the Offer for Sale.
- CGL's figures reflect the £17.3 million of borrowings raised to effect the reorganisation of the CGL Group. The debit on profit and loss account predominantly represents goodwill on consolidation written off.
- MAM's figures have been adjusted to incorporate a revaluation of freehold and long leasehold hotels dated 7th June, 1985 by Christie & Co., valuers and surveyors.
- Consideration receivable from Samuel Montagu of £514,000 is in respect of a subscription for 36,333 shares of £1 each in CGL in accordance with the terms of option agreements dated 16th January, 1985 (as amended), exercisable on listing.
- The estimated net proceeds receivable from the Offer for Sale are stated after deduction of the total expenses payable by Chrysalis plc in connection with the Offer for Sale which are estimated to amount to £1.4 million.
- Share capital of the combined Group has been adjusted for the 14,426,601 MAM Shares issued in consideration for the Merger and the new Chrysalis plc Shares issued as part of the Offer for Sale.
- The share premium account of the combined Group represents the aggregate respective share premium accounts of the CGL Group and the MAM Group as adjusted for the premium arising on the MAM Shares issued upon implementation of the Merger and the new Chrysalis plc Shares issued as part of the Offer for Sale less the expenses of the issue.

PART 3: ACCOUNTANTS' REPORT ON THE CGL GROUP

The following is the text of a report received from Stoy Hayward, Chartered Accountants, the auditors of Chrysalis Group Limited and joint reporting accountants, and Part, Marwick, Mitchell & Co., Chartered Accountants and joint reporting accountants.

The Directors, Chrysalis Group Limited and The Directors, Management Agency and Music Public Limited Company The Directors, Samuel Montagu & Co. Limited The Directors, Charterhouse Japhet plc

17th June, 1985

Gentlemen,

Chrysalis Group Limited ("CGL", "the Company") was incorporated on 22nd June, 1984 as a private limited company under the name Denchem Limited. On 10th January, 1985 the Company changed its name to Chrysalis Group Limited and on 16th January, 1985 entered into various transactions for the purpose of effecting a reorganisation of the existing Chrysalis UK Group of Companies ("the UK Group").

Also on 16th January, 1985 a newly incorporated Delaware company, Chrysalis Records Inc. ("CRI Delaware"), entered into various transactions for the purpose of effecting a reorganisation of the existing Chrysalis US Group of Companies ("the US Group").

Details of both of these reorganisations are set out below.

On 17th June, 1985 CGL entered into a conditional agreement whereby it will issue 865,382 Ordinary shares of £1 each to the holders of shares in CRI Delaware in exchange for their shares in CRI Delaware such that CRI Delaware will become a wholly owned subsidiary of CGL. This business combination of CGL and CRI Delaware will be treated as a merger.

REORGANISATION OF THE UK GROUP

By an agreement dated 16th January, 1985 CGL acquired the following shares for a total cash consideration of £4,087,500:

Chrysalis Holdings Limited	125,000 Ordinary shares of £1 each
World Service Agency Limited	112,500 Non-Voting 'A' Ordinary shares of £1 each
Ian Anderson Music Limited	280 Ordinary shares of £1 each
Chrys-A-Lee Music Limited	25 Ordinary shares of £1 each

By a further agreement dated 16th January, 1985 CGL issued 524,998 Ordinary shares of £1 each to acquire the remaining 125,000 Ordinary shares of £1 each and the remaining 137,500 Non-Voting 'A' Ordinary shares of £1 each in the share capital of Chrysalis Holdings Limited.

On 3rd May, 1985 CGL disposed of 50 Ordinary shares of £1 each in World Service Agency Limited to Mr. M. Hopewell, a director of World Service Agency Limited.

By an agreement dated 17th June, 1985 CGL will issue 26,599 Ordinary shares of £1 each to acquire the following:

World Service Agency Limited	280 Ordinary shares of £1 each
Ian Anderson Music Limited	25 Ordinary shares of £1 each
Chrys-A-Lee Music Limited	25 Ordinary shares of £1 each

Following completion of all the above transactions CGL will hold the entire share capital of all its trading subsidiaries either directly by or through Chrysalis Holdings Limited and Chrysalis Records Limited with the exception of 50 per cent interests in the shares of Ian Anderson Music Limited and Chrys A Lee Music Limited.

REORGANISATION OF THE US GROUP

CRI Delaware was incorporated on 7th December, 1984. By an agreement dated 16th January, 1985 CRI Delaware acquired the following shares for a total cash consideration of US\$ 15.3 million:

Terwright Records Inc.	100 Shares of no par value, common stock (US\$25 per share paid up)
Chrysalis Music Group Inc.	500 Shares of US\$1 each common stock

By a further agreement dated 16th January, 1985 CRI Delaware issued 9,510 shares of US\$1 each, common stock to acquire the remaining 100 shares of no par value, common stock (US\$25 per share paid up) of Terwright Records Inc.

By a conditional agreement dated 17th June, 1985 CRI Delaware will acquire 500 shares of US\$1 each, common stock, in Chrysalis Music Group Inc. in exchange for 490 shares of US\$1 each, common stock, in CRI Delaware.

On completion of the above transactions both Terwright Records Inc. and Chrysalis Music Group Inc. will become wholly owned subsidiaries of CRI Delaware.

FINANCIAL INFORMATION

CGL and CRI Delaware have not prepared any audited financial statements, nor declared or paid any dividends since incorporation.

After the reorganisations referred to above, the CGL Group will comprise CGL and all its subsidiaries including CRI Delaware and its subsidiaries. We set out below aggregated financial information for the companies which will form the CGL Group which were in existence during the appropriate periods, as follows:

- the accounting policies upon which the information set out hereunder has been based;
- the aggregated historical cost profit and loss accounts (consolidated where appropriate) for the five years ended 31st December, 1984 (accounting dates of 25th December have been taken as co-terminous with 31st December);
- the aggregated historical cost balance sheets (consolidated where appropriate) as at 31st December, 1980 to 1984 inclusive;
- the aggregated historical cost statements of source and application of funds (consolidated where appropriate) for the five years ended 31st December, 1984; and
- the pro forma consolidated balance sheet of CGL as at 31st December, 1984 on the basis that the reorganisations of the UK Group and the US Group summarised above and the acquisition of CRI Delaware by CGL had been effected at that date and that credit facilities had been drawn down as stated in the notes to the pro forma balance sheet.

The financial information is based upon the audited financial statements of the companies to be acquired by CGL and CRI Delaware (except for information relating to Chrysalis Music Inc. and its subsidiaries, Red Admiral Music Inc. and Reel Blue Music Inc., which, for the year ended 31st December, 1981 has been based on management accounts) after making such adjustments as we consider appropriate.

The financial statements for the five years ended 31st December, 1984 of the UK Group companies to be acquired by CGL have been audited by Stoy Hayward, Their international associate firm, Laventhol & Horwath, Certified Public Accountants, audited the financial statements for the two years ended 31st December, 1984 of the US Group companies to be acquired by CRI Delaware. Fox and Company, Certified Public Accountants, audited the financial statements for the three years ended 25th December, 1982 with the exception noted above.

In our opinion the financial information set out in this report gives a true and fair view of the aggregated profits/losses and source and application of funds of the companies to be acquired by CGL and CRI Delaware for the five years ended 31st December, 1984 and of the aggregated state of affairs of these companies as at the end of each accounting period (all consolidated where appropriate).

No current cost information has been presented as the results would not be materially different from those presented under the historical cost convention.

No audited financial statements of any companies to be acquired by CGL and CRI Delaware have been prepared in respect of any period subsequent to 31st December, 1984.

We report as follows:

1. ACCOUNTING POLICIES

The financial information set out in this report has been prepared on the basis of the following significant accounting policies which have been applied consistently for the period under review:

- Basics of accounting**
The financial statements have been prepared under the historical cost convention.
- Basics of consolidation**
The consolidated profit and loss accounts and balance sheets of the UK Group and US Group include the accounts of the companies to be acquired and related companies, made up to the end of each accounting period. Goodwill arising on consolidation is written off in the accounting period in which the subsidiary is acquired.
- Related companies**
The share of profits in related companies is included in the consolidated profit and loss account. Attributable post-acquisition retained profits of related companies are included in the consolidated reserves and in the book value of the investments in those companies.
- Turnover**
Turnover represents sales of records and video cassettes, record, video production and publishing royalties, film licensing and distribution income, management fees, recording studio income, leasing income and income from property dealing and property investment.
- Record and video royalties (excluding record producer services)**
Royalty income is included on a receivable basis calculated on sales of records and video cassettes arising during each accounting period as reported by licensees, any unrecouped amount being included in the period in which the licence agreement expires. Royalties payable are expensed on a paid basis except that:

- provision is made for royalties payable at the end of each accounting period in respect of royalties receivable on sales of records and video cassettes arising during each accounting period; and
- royalty advances are carried forward and recognised as an asset where such advances relate to current productions and where it is estimated that sufficient future royalties will be earned for recoupment from those productions.

In accordance with the terms of agreements with third parties, under which royalty income is receivable, the right is retained to audit the royalty accountings received. Credit for any under-accountings of royalties arising from such audits is taken in the accounting periods in which such audit claims are settled.

- Record producer services**
Royalties are dealt with on a received/paid basis except that provision is made for royalties payable at the end of each accounting period in respect of royalties received during each accounting period.

- Film licensing and distribution income**
Income from productions for cinema and television exhibition is recognised in the profit and loss account from the date of release for distribution or telecasting.

- Dividend income**
Dividend income from listed and unlisted trade investments is included on the basis of actual receipts during each accounting period.

- Film production costs**
Costs of released productions are taken to the profit and loss account in the proportion that revenue bears to estimated ultimate revenue after making provision for any anticipated shortfall in income. Costs of incomplete productions are included in the balance sheet at the lower of cost or net realisable value. The costs of abortive productions are taken directly to the profit and loss account.

- Theatrical productions and rights**
Interests in theatrical productions are stated at cost less income to each accounting date and after making any provisions necessary for any anticipated shortfall in income.

- Recording, production and development costs**
Recording, production and development costs in addition to the catalogue of recorded music are wholly written off as incurred.

- Depreciation**
Depreciation is provided on a straight line basis at the following annual rates in order to write off the cost of each asset over its estimated useful life:

Leasehold property and improvements	— over the period of the lease
Recording studio installations, plant and equipment	— 15–20%
Office furniture and equipment	— 15–20%
Motor vehicles	— 12½–33½%
Computer equipment	— 15–25%
Leasing assets	— by equal instalments over the primary period of the leases
Purchased music publishing catalogues	— 10%

No depreciation is provided on freehold property.

- Stock and properties held for resale**
Stock and properties held for resale are stated at the lower of cost and net realisable value.

- Deferred taxation**
Deferred taxation, using the liability method, is calculated at the rates of corporation tax which are expected to apply when the additional tax is estimated to be payable on all timing differences except those which it is considered will continue for the foreseeable future.

- Listed investments**
These are shown at the lower of cost and market value.

Chrysalis

(f) The debit balance on profit and loss account predominantly represents goodwill on consolidation written off.

(g) The pro forma has been prepared using an exchange rate of £1=US\$1.159, the rate ruling at 31st December, 1984.

6. AUDITED FINANCIAL STATEMENTS.

The financial information contained in this report does not amount to full individual accounts within the meaning of section 254 of the Companies Act 1985. Full individual accounts of all CGL Group companies incorporated in the UK relating to each financial year have been or will be delivered to the Registrar of Companies. Stoy Hayward, as auditors, have made reports under section 236 of the Companies Act 1985 in respect of all CGL Group companies incorporated in the UK and each such report was an unqualified report within the meaning of section 271 of the Companies Act 1985.

STOY HAYWARD
Chartered Accountants

PEAT, MARWICK, MITCHELL & CO.
Chartered Accountants

PART 4: ACCOUNTANTS' REPORT ON, AND INTERIM STATEMENT OF, THE MAM GROUP

The following is the text of a report received from Peat, Marwick, Mitchell & Co., Chartered Accountants and reporting accountants of MAM.

The Directors,
Management Agency and Music Public Limited Company,
and
The Directors,
Charterhouse Japhet plc.

The Directors,
Chrysalis Group Limited,
and
The Directors,
Samuel Montagu & Co. Limited.

Gentlemen,
17th June, 1985.

We have examined the audited financial statements of Management Agency and Music Public Limited Company ("MAM") and of its subsidiary companies for the five years ended 31st July, 1984. MAM and its subsidiaries are collectively referred to as "the MAM Group".

Wilson Wright & Co. have been auditors of MAM throughout the period under review. All principal subsidiary trading companies have been audited by either Wilson Wright & Co. or ourselves in respect of all relevant periods except for Kenmar Leisure Limited upon which we have reported jointly with Bartfield & Co., Chartered Accountants.

The summarised historical cost profit and loss accounts, balance sheets and statements of source and application of funds set out in sections 2 to 4 are based on the audited financial statements after making such adjustments as we consider appropriate. In our opinion these summaries, together with the notes thereon, give a true and fair view of the profits and source and application of funds of the MAM Group for the five years ended 31st July, 1984 and of the state of affairs of the MAM Group at the end of each accounting period reported upon and of MAM at 31st July, 1984.

The current cost financial information set out in section 5 has been prepared in accordance with Statement of Standard Accounting Practice No. 16 ("SSAP 16"). In our opinion this information has been properly prepared in accordance with the policies and methods set out in order to give the information required by SSAP 16.

No audited financial statements of MAM or its subsidiaries have been prepared in respect of any period subsequent to 31st July, 1984.

We report as follows:

1. ACCOUNTING POLICIES

The summaries set out in sections 2 to 4 of this report have been prepared on the basis of the following significant accounting policies which have been applied consistently for the periods under review:

(a) **Basic of accounting**
The financial statements have been prepared under the historical cost convention modified by the periodic revaluation of certain properties.

(b) **Basic of consolidation**
The consolidated financial statements include the audited financial statements of MAM and its subsidiaries, made up to the end of each accounting period. Goodwill arising on consolidation is written off in the accounting period in which the subsidiary is acquired. The results of subsidiaries are consolidated from their effective dates of acquisition.

(c) **Related companies**
The MAM Group's share of profits in related companies is included in the consolidated profit and loss accounts. Attributable post-acquisition retained profits of related companies are included in the consolidated reserves and in the book value of the MAM Group's investments in those companies.

(d) **Turnover**
Turnover represents royalties receivable and the amount receivable for goods and services supplied to outside customers, excluding value added tax.

(e) **Royalties**
The consolidated profit and loss accounts include record and music publishing royalties as notified to the MAM Group by each accounting date. Royalties payable are matched against the relevant receipts.

(f) **Depreciation**
Depreciation is provided on a straight line basis at the following annual rates in order to write off each asset over its estimated useful life:

Freehold and long leasehold buildings	1% - 7% over the period of the lease
Short leasehold properties	10% - 33 1/3%
Furniture, fixtures, plant and equipment	15% - 100%
Juke boxes and amusement machines	20% - 33 1/3%
Motor vehicles	

No depreciation is provided on freehold and long leasehold land.

(g) **Hire purchase**
Fixed interest on hire purchase transactions is charged in the financial statements on a straight line basis over the period of the relevant agreement.
Variable interest is charged in the period to which it relates.

(h) **Deferred taxation**
Deferred taxation, using the liability method, is calculated at the rates of corporation tax which are expected to apply when the additional tax is estimated to be payable on all timing differences except those which it is considered will continue for the foreseeable future.

(i) **Investments**
Investments in subsidiaries are stated at cost, less amounts written off. Cost includes the market value at the date of acquisition of any MAM shares issued in connection with the acquisition of subsidiaries since the Offer for Sale of MAM Shares to the public in March, 1969.

(j) **Stock and work in progress**
Stock and work in progress is valued at the lower of cost and net realisable value with the exception of juke box records in use in machines on site which have been valued at a price midway between cost and estimated realisable value.

(k) **Listed securities**
These are stated at the lower of cost and market value.

(l) **Translation of foreign currencies**
Assets and liabilities in foreign currencies are translated to sterling at the rates of exchange ruling at the end of each accounting period and exchange variances are dealt with through the consolidated profit and loss accounts.

(m) **Research and development**
Expenditure on research and development is written off in the accounting period in which it is incurred.

2. HISTORICAL COST PROFIT AND LOSS ACCOUNTS

The summarised historical cost consolidated profit and loss accounts of the MAM Group for the five years ended 31st July, 1984 are as set out below:

	Note	1980	1981	1982	1983	1984
Turnover	(a)	20,429	21,241	22,726	26,311	30,161
Cost of sales		(17,799)	(21,490)	(23,467)		
Gross profit		2,630	2,751	2,259	2,821	3,694
Distribution and marketing costs		(641)	(688)	(1,138)		
Administration and establishment expenses		(2,283)	(2,162)	(3,555)		
Operating profit		2,678	2,013	2,003	1,971	2,001
Other income	(c)	276	120	257	341	339
Share of profit of related companies		1	2	6	1	2
Interest receivable		—	98	112	83	83
Interest payable	(d)	(272)	(278)	(194)	(647)	(606)
Profit on ordinary activities before taxation	(b & e)	2,683	1,857	2,170	1,778	1,819
Tax on profit on ordinary activities	(f)	(866)	(945)	(1,139)	(713)	(855)
Profit on ordinary activities after taxation		1,817	912	1,031	1,065	964
Minority interests		(5)	—	3	(14)	—
Profit attributable to shareholders on ordinary activities		1,812	912	1,031	1,065	950
Extraordinary items and discontinued activities	(g)	10	14	(211)	(362)	(14)
Profit for the financial year		1,822	926	820	706	936
Dividends	(h)	(658)	(658)	(658)	(658)	(730)
Retained profit for the year		1,164	268	162	48	206
Earnings per share	(i)	24.1p	12.1p	13.7p	14.2p	11.4p

Notes to the historical cost profit and loss accounts

	Note	1980	1981	1982	1983	1984
Turnover by activity						
Entertainment		3,731	2,717	2,814	4,263	3,342
Juke boxes and amusement machines		12,075	13,880	14,739	15,785	15,893
Hotels		4,623	4,644	5,173	5,479	6,349
Musical instruments		—	—	—	342	2,882
Video facilities		—	—	—	442	1,695
		20,429	21,241	22,726	26,311	30,161

(b) Profit by activity

	1980	1981	1982	1983	1984
Entertainment	£'000	£'000	£'000	£'000	£'000
Juke boxes and amusement machines	370	36	270	128	436
Hotels	2,364	1,919	2,063	1,775	1,430
Musical instruments	377	378	425	447	723
Video facilities	—	—	—	(63)	32
	3,111	2,333	2,758	2,340	2,744
Interest paid and central overhead less interest received and investment income	(428)	(476)	(588)	(562)	(925)
	2,683	1,857	2,170	1,778	1,819

(c) Other income

	1980	1981	1982	1983	1984
Income from listed securities and commissions earned	£'000	£'000	£'000	£'000	£'000
Profit on exchange	271	120	127	128	115
Profit on sale of fixed assets	—	—	41	32	46
Compensation for loss of contract	—	—	76	82	111
Other	5	—	13	24	21
	276	120	257	341	339

(d) Interest payable

	1980	1981	1982	1983	1984
Interest payable on:	£'000	£'000	£'000	£'000	£'000
Bank loans and overdrafts	202	208	112	562	447
Short term loans	70	70	76	81	153
Other	—	—	6	4	6
	272	278	194	647	606

(e) Profit on ordinary activities before taxation

	1980	1981	1982	1983	1984
This is arrived at after charging:	£'000	£'000	£'000	£'000	£'000
Depreciation and amortisation	3,619	4,771	5,105	5,628	5,669
Equipment hire	35	35	30	37	81
Directors' remuneration	287	294	342	299	290
Auditors' remuneration	104	116	124	130	130

(f) Tax on profit on ordinary activities

	1980	1981	1982	1983	1984
United Kingdom corporation tax	£'000	£'000	£'000	£'000	£'000
Related companies taxation	550	803	452	1,034	445
Overseas taxation	19	2	3	—	(1)
Deferred taxation	21	26	77	76	325
	300	114	607	(457)	86
	866	945	1,139	713	855

(g) Extraordinary items and discontinued activities

	1980	1981	1982	1983	1984
Development and franchise rights written off	£'000	£'000	£'000	£'000	£'000
Profit/(loss) on disposal of tangible fixed assets	—	—	(75)	—	—
Property revaluation costs	—	—	—	(221)	110
Purchased goodwill written off	—	—	—	(27)	(2)
Costs re Gilbert O'Sullivan litigation	—	—	(35)	(14)	—
Discontinued activities	21	28	(291)	(364)	(146)
	21	28	(401)	(626)	(100)
Less: Attributable taxation	(11)	(14)	190	264	86
	10	14	(211)	(362)	(14)

The discontinued activities comprise the businesses of the following companies which ceased operations, in or subsequent to, the period under review:

MAM Aviation Limited
MAM Marinas Limited
MAM Fast Foods Limited
MAM Executive Computer Centres Limited

(h) Dividends

A dividend of 8.75p (net of the related tax credit) has been declared and paid for each year in respect of the ordinary shares ranking for dividend.

(i) Earnings per share

The calculations of earnings per share are based on the profit attributable to MAM on ordinary activities and on the ordinary shares of 10p each in issue ranking for dividend in each year.

3. HISTORICAL COST BALANCE SHEETS

The summarised consolidated balance sheets of the MAM Group at the end of each accounting period for the five years ended 31st July, 1984 and of MAM at 31st July, 1984 are set out below:

	Note	1980	1981	1982	1983	1984
Fixed assets						
Tangible assets	(a)	12,141	13,893	16,448	19,480	22,500
Investment in group companies	(b)	—	—	—	—	6,262
Investment in related companies	(c)	75	75	78	80	82
		12,216	13,968	16,526	19,560	22,582
Current assets						
Stock	(d)	866	884	953	1,491	2,299
Debtors	(e)	2,177	3,025	3,312	3,782	7,481
Investments	(f)	185	193	563	651	75
Cash at bank and in hand		2,280	775	920	972	1,159
		5,508	4,877	5,748	6,896	9,933
Creditors: Amounts falling due within one year	(g)	(17,214)	(7,478)	(10,553)	(11,665)	(13,826)
Net current assets/(liabilities)		(1,706)	(2,601)	(4,805)	(4,789)	(8,893)
Total assets less current liabilities		10,510	11,367	11,721	14,771	15,689
Creditors: Amounts falling due after more than one year	(h)	(11,578)	(2,065)	(1,740)	(2,730)	(880)
Deferred taxation	(i)	(3,045)	(3,184)	(3,882)	(3,538)	(3,606)
Minority interests		(110)	—	—	(199)	(211)
		5,878	6,138	6,299	8,328	11,013
Capital employed		5,878	6,138	6,299	8,328	11,013
Capital and reserves						
Called up share capital	(j)	757	752	752	797	835
Share premium account	(k)	1,837	1,837	1,837	2,310	2,703
Revaluation reserve	(l)	—	—	—	2,430	4,538
Profit and loss account	(m)	3,284	3,549	3,710	2,789	2,937
		5,878	6,138	6,299	8,328	11,013

Notes to the historical cost balance sheets

	Note	1980	1981	1982	1983	1984
Land and buildings:						
Freehold		2,651	—	2,651	—	—
Long leasehold		6,221	6	6,215	26	28
Short leasehold		1,581	257	1,334	67	51
Furniture, fixtures, plant and equipment		6,139	2,324	3,815	133	62
Juke boxes and amusement machines		17,465	10,809	6,856	—	—
Motor vehicles		3,072	1,443	1,829	110	87
		37,139	14,639	22,500	336	200
Freehold and long leasehold land and buildings were professionally valued by Christie & Co. and Knight, Frank & Rutley, valuers and surveyors, at open market valuation on an existing use basis at 31st July, 1983 and 1984. Property which has been included at a valuation of £2,741,000 at 31st July, 1984 would have been included at a cost of £4,425,000 on an historical cost basis.						
All other tangible fixed assets are stated at cost less depreciation.						
Capital expenditure authorised at 31st July, 1984 amounted to £293,000 for the MAM Group, all of which was contracted for but not provided in the accounts.						



(b) Investment in group companies

The principal operating subsidiaries of MAM are as follows:

Tom Jones (Enterprises) Limited	Kenmar Leisure Limited
Engelbert Humperdinck Limited	Kingmead Hotels Limited
MAM (Agency) Limited	Research Recordings Limited (75%)
MAM (Promotions) Limited	Mims and Cranes Music Limited
MAM (Music Publishing) Limited	Tugan-Crane Music Limited
MAM Inn Play Limited	

These companies are all wholly owned unless otherwise indicated and are incorporated and operating in the United Kingdom.

The principal overseas operating subsidiary is Management Agency and Music Publishing Inc., a wholly owned company incorporated and operating in the U.S.A.

(c) Investment in related companies

	31st July, 1984	MAM
Shares at cost	£'000	£'000
Share of post acquisition profits	18	18
	64	—
	82	18

The principal related company is Audio International Recording Studios Limited, an unlisted company incorporated in England. MAM owns 50% of the equity share capital.

(d) Stock

	31st July, 1984	MAM
Raw materials	£'000	£'000
Food, beverages and other consumables	302	—
Work in progress — animated cartoon film production — other	301	—
	497	—
Finished goods	9	—
	1,190	—
	2,299	—

(e) Debtors

	31st July, 1984	MAM
Trade debtors	£'000	£'000
Amounts owed by group companies	2,213	—
Other debtors	—	7,209
Prepayments and accrued income	410	39
Advance corporation tax	777	35
	—	198
	3,400	7,481

(f) Investments

	31st July, 1984	MAM
Listed securities at lower of cost and market value	£'000	£'000
Certificate of tax deposit	74	74
	1	—
	75	74

(m) Contingent liabilities

MAM has given unlimited guarantees in respect of its subsidiaries' borrowings amounting to £838,000 at 31st July, 1984.

4. HISTORICAL COST STATEMENT OF SOURCE AND APPLICATION OF FUNDS

The summarised consolidated statement of source and application of funds of the MAM Group for the five years ended 31st July, 1984 are as set out below:

	Year ended 31st July				
	1980	1981	1982	1983	1984
	£'000	£'000	£'000	£'000	£'000
Source of funds					
Profit on ordinary activities before taxation	2,683	1,857	2,170	1,778	1,819
Extraordinary items before taxation	21	28	(401)	(626)	(100)
	2,704	1,885	1,769	1,152	1,719
Adjustment for items not involving the movement of funds:					
Depreciation and amortisation	3,619	4,771	5,105	5,628	5,669
Extraordinary profit/loss on disposal of tangible fixed assets	—	—	—	221	(110)
Profits retained in related companies	(5)	—	(3)	(1)	(1)
Total generated from operations	6,318	6,656	6,871	7,000	7,277
Funds from other sources:					
Proceeds of sale of tangible fixed assets	561	651	703	2,226	1,692
Value of shares issued in part consideration of the acquisition of subsidiaries	231	—	—	518	431
Increase/(decrease) in creditors due after more than one year	—	151	150	227	(1,586)
	7,110	7,458	7,724	9,971	7,814
Application of funds					
Purchase of tangible fixed assets	6,067	7,175	8,363	7,052	8,163
Acquisition of subsidiaries	512	12	—	1,812	61
Taxation paid	729	833	648	800	842
Dividends paid	644	658	658	658	681
Increase/(decrease) in working capital	(881)	1,071	(281)	(323)	(700)
Increase/(decrease) in net liquid funds	39	(2,291)	(1,664)	(28)	(1,233)
	7,110	7,458	7,724	9,971	7,814
Increase/(decrease) in working capital comprises:					
Stock	171	18	69	45	808
Debtors	53	848	287	(40)	(382)
Creditors	(1,105)	205	(637)	(328)	(1,126)
	(881)	1,071	(281)	(323)	(700)
Movement in net liquid funds comprises:					
Bank borrowings	(95)	(794)	(2,179)	206	(844)
Cash at bank and in hand	579	(1,505)	145	(322)	187
Investments	(445)	8	370	88	(576)
	39	(2,291)	(1,664)	(28)	(1,233)

Analysis of the acquisition of subsidiary:

	£'000	Discharged by:	£'000
		Shares issued	
		Cash paid	
Net assets acquired:			
Tangible assets	1,440		518
Goodwill	1,155		1,294
Stock	493		
Debtors	510		
Cash at bank	374		
Bank overdraft	(147)		
Hire purchase due after more than one year	(137)		
Mortgage loan	(93)		
Other creditors	(1,227)		
Corporation tax	(116)		
Deferred taxation	(338)		
Minority interests	(202)		
	1,812		1,812

5. CURRENT COST CONSOLIDATED ACCOUNTS

(a) Current cost consolidated profit and loss accounts

The summarised current cost consolidated profit and loss accounts of the MAM Group for the two years ended 31st July, 1984 are set out below:

	Year ended 31st July	
	1983	1984
	£'000	£'000
Turnover	26,311	30,161
Historical cost trading profit before interest	2,313	2,342
Less: current cost operating adjustments	(887)	(1,189)
Current cost operating profit	1,426	1,153
Gearing adjustment	453	584
Less: interest on net borrowing	(535)	(523)
Current cost profit on ordinary activities before taxation	1,344	1,214
Taxation	(713)	(855)
Current cost profit on ordinary activities after taxation	631	359
Minority interests	3	(14)
Current cost profit on ordinary activities attributable to shareholders	634	345
Extraordinary items and discontinued activities	(362)	(114)
Current cost profit after taxation and extraordinary items	272	331
Dividends	(658)	(730)
Current cost loss for the year	(386)	(399)
Current cost earnings per share	8.4p	4.1p

(b) Current cost consolidated balance sheets

The summarised current cost consolidated balance sheets of the MAM Group as at 31st July, 1983 and 1984 are set out below:

	31st July	
	1983	1984
	£'000	£'000
EMPLOYMENT OF CAPITAL		
Fixed assets:		
Tangible	20,999	24,628
Investments	80	82
	21,079	24,710
Current assets:		
Stock	1,493	2,295
Debtors	3,782	3,400
Investments	651	75
Cash at bank and in hand	972	1,159
	6,898	6,929
Creditors: Amounts falling due within one year	(11,665)	(13,826)
Net current liabilities	(4,767)	(6,897)
Total assets less current liabilities	16,312	17,813
Creditors: Amounts falling due after more than one year	(2,730)	(860)
Deferred taxation	(13,536)	(3,605)
Minority interests	(199)	(211)
	9,847	13,137
CAPITAL EMPLOYED		
Share capital	797	835
Reserves	9,050	12,302
	9,847	13,137

(c) Explanatory notes to current cost accounts

(i) Basis of preparation

The current cost accounts have been prepared in accordance with Statement of Standard Accounting Practice No. 16. The notes below state, in general, how these principles have been applied.

(ii) Fixed assets and depreciation

The gross current replacement cost of fixed assets has been derived by restating historical costs, after by using appropriate Department of Industry indices, or by professional valuations.

The asset lives used in the preparation of the current cost accounts are the same as in the historical cost accounts.

Total depreciation charged in the current cost profit and loss account represents the average current cost of the proportion of fixed assets consumed in the year. The depreciation adjustment of £1,189,000 (1983: £887,000) is the difference between the depreciation charge in the historical cost and current cost accounts.

(iii) Cost of sales

This has been calculated on the averaging method by reference to the appropriate specific index compiled by the Department of Industry, which corresponds to the impact of price changes on the operating assets of the MAM Group.

(iv) Monetary working capital

This has been calculated by the same method and by reference to the same index as the cost of sales adjustment. The net liabilities in excess of stock have been transferred to the gearing adjustment to reflect the fact that fixed assets are partly financed by creditors.

(v) Gearing

This represents the proportion of current cost adjustments financed by sources of capital other than shareholders' funds. In calculating the adjustment, shareholders' funds have been recalculated on the current cost basis.

(vi) Trade investments

Due to the insignificant amounts involved, no adjustments for current cost purposes have been made to these investments.

(vii) Earnings per share

The calculations of current cost earnings per share are based on the current cost profit after taxation before extraordinary items attributable to MAM and on the ordinary 10p shares in issue ranking for dividend in each year.

(viii) Other accounting policies

Except as set out above, the policies used in the current cost accounts are the same as those used in the historical cost accounts.

(e) Current cost operating adjustments

The current cost operating adjustments for the years ended 31st July, 1983 and 1984 are set out below:

	Year ended 31st July	
	1983	1984
	£'000	£'000
Cost of sales	111	30
Monetary working capital	(111)	(30)
	887	1,189
Depreciation (net of adjustment on disposals)	887	1,189
	887	1,189
Statement of retained profits/reserves		
The statement of retained profits/reserves for the years ended 31st July, 1983 and 1984 is set out below:		
	1983	1984
	£'000	£'000
Current cost loss for the year	(386)	(399)
Movements on current cost reserve	(12,970)	1,150
Movements on revaluation reserve	2,430	2,108
	(926)	2,859
Reserves at 1st August, 1982 and 1983:		
Current cost reserve	4,794	1,824
Profit and loss account	2,872	2,486
Revaluation reserve	—	2,430
	7,666	6,740
Share premium	300	2,310
Reserves at 31st July, 1983 and 1984	9,050	12,302

(f) Movement on current cost reserve

The movement on the current cost reserve for the years ended 31st July, 1983 and 1984 is set out below:

	Year ended 31st July	
	1983	1984
	£'000	£'000
Opening balance	4,794	1,824
Revaluation (deficits)/surpluses	(2,517)	1,734
Cost of sales adjustment	111	30
Monetary working capital adjustment	(111)	(30)
Gearing adjustment	(453)	(584)
Balance at 31st July	1,824	2,974

6. AUDITED FINANCIAL STATEMENTS

The financial information contained in this report does not amount to full individual accounts within the meaning of section 254 of the Companies Act 1985. Full individual accounts of the MAM Group relating to each financial year have been delivered to the Registrar of Companies, Wilson Wright & Co., as auditors, have made reports under section 236 of the Companies Act 1985 in respect thereof. Except for the following, each such report was an unqualified report within the meaning of section 271 of the Companies Act 1985. The accounts of MAM for the years ended 31st July, 1982, 1983 and 1984 were qualified on the grounds that no provision had been made for any liability which might arise under the litigation with Gilbert O'Sullivan referred to in note 3(i) above. An adjustment to provide for the agreed liability has been made in this report.

Yours faithfully,

PEAT, MARWICK, MITCHELL & CO.
Chartered Accountants

7. INTERIM STATEMENT FOR THE SIX MONTHS ENDED 31ST JANUARY, 1985

The following is the text of the unaudited Interim Statement of the MAM Group for the six months ended 31st January, 1985 announced on 22nd May, 1985:

"The unaudited Profits of the Group before taxation for the six months ended 31st January, 1985 amounted to £896,910 compared with £811,103 for the comparative six months last year."

	Six Months ended	
	31st January, 1985	31st January, 1984
	£16,436,249	£15,310,770
Turnover		
Pre-tax profits	886,910	818,108
Corporation tax at 43.33 per cent. (48.33 per cent.)	384,298	395,389
	502,612	422,714
Interim dividend	233,695	233,695
Unappropriated profit carried forward	£268,917	£189,019
Earnings per ordinary share	6.02p	5.06p

Your Board has today declared an interim dividend of 2.8 pence per share (1984 - 2.8p) which will be paid on 18th June, 1985 to shareholders registered at the close of business on 24th May, 1985.

These half year results are in line with the Board's forecast, contained in the last Annual Report, that profits for the full year were likely to be similar to those of the previous year, excluding the effect on profits of any settlement during the year of the Gilbert O'Sullivan lawsuit, which would of necessity have an effect on the final results. However, it is also now expected that the trading profits of the group for the full year will be somewhat lower than previously anticipated.

Shareholders will be aware that a settlement of the Gilbert O'Sullivan case was in fact effected on the 29th March at a cost to the group of approximately £1.8m, which sum should eventually be considerably reduced as the result of tax relief.

The Company is proceeding with arrangements for the proposed merger with the Chrysalis Group, and the Board will be making their revised forecast of profits in the Circular to be sent to shareholders."

PART 5: PROFIT ESTIMATES

The Directors of CGL and of MAM estimate that the profit before tax for the year ended 30th June, 1985 of the CGL Group and the MAM Group was not less than £3,850,000 and £1,650,000 respectively based on the following:

- audited accounts of the CGL Group for the year ended 31st December, 1984;
- unaudited management accounts of the CGL Group for the three months ended 31st March, 1985 and subsequent management information;
- audited accounts of the MAM Group for the year ended 31st July, 1984; and
- unaudited management accounts of the MAM Group for the eight months ended 31st March, 1985 and subsequent management information.

It has been assumed that there will be no unforeseen post-balance sheet adjusting events (as at 30th June, 1985), within the meaning of Statement of Standard Accounting Practice No. 17, which would require either profit estimate to be adjusted.

LETTERS

(i) The following are copies of letters relating to the profit estimate of the CGL Group:

(a) Letter from Stoy Hayward and Peat, Marwick, Mitchell & Co.

The Directors,
Chrysalis Group Limited,
12/13 Stafford Place,
London W1N 9AF
10th July, 1985

Gentlemen,

We have reviewed the accounting policies and calculations for the profit estimate of Chrysalis Group Limited and its subsidiaries and proposed subsidiaries ("the CGL Group") for the year ending 30th June, 1985 for which you as Directors are solely responsible, which is set out in Part 5 of the Listing Particulars to be dated 10th July, 1985.

In our opinion the estimate, so far as the accounting policies and calculations are concerned, has been properly compiled on the basis of the assumption made by the Directors set out in Part 5 of the Listing Particulars and is presented on a basis consistent with the accounting policies normally adopted by the CGL Group.

Stoy Hayward,
Chartered Accountants

Yours faithfully,

Peat, Marwick, Mitchell & Co.,
Chartered Accountants

(b) Letter from Samuel Montagu

The Directors,
Chrysalis Group Limited,
12/13 Stafford Place,
London W1N 9AF
10th July, 1985

Gentlemen,

We have discussed with you and with Stoy Hayward and Peat, Marwick, Mitchell & Co. the profit estimate of Chrysalis Group Limited and its subsidiaries and proposed subsidiaries for the year ending 30th June, 1985 together with the bases and assumption upon which the estimate is made, as set out in Part 5 of the Listing Particulars to be dated 10th July, 1985. We consider that the profit estimate (for which you as Directors are solely responsible) has been made after due and careful enquiry.

Yours faithfully,
for Samuel Montagu & Co. Limited

C. I. G. Keir
Director

(c) The following are copies of letters relating to the profit estimate of the MAM Group:

(a) Letter from Peat, Marwick, Mitchell & Co.

The Directors,
Management Agency and Music Public Limited Company,
MAM House,
24/25 New Bond Street,
London W1Y 9HD
10th July, 1985

Gentlemen,

We have reviewed the accounting policies and calculations for the profit estimate of Management Agency and Music Public Limited Company and its subsidiaries ("the MAM Group") for the year ending 30th June, 1985 for which you as Directors are solely responsible, which is set out in Part 5 of the Listing Particulars to be dated 10th July, 1985.

In our opinion the estimate, so far as the accounting policies and calculations are concerned, has been properly compiled on the basis of the assumption made by the Directors set out in the Part 5 of the Listing Particulars and is presented on a basis consistent with the accounting policies normally adopted by the MAM Group.

Yours faithfully,

Peat, Marwick, Mitchell & Co.,
Chartered Accountants

(b) Letter from Charterhouse Japhet plc.

The Directors,
Management Agency and Music Public Limited Company,
24/25 New Bond Street,
London W1Y 9HD
10th July, 1985

Gentlemen,

We have discussed with you and with Peat, Marwick, Mitchell & Co. the profit estimate of Management Agency and Music Public Limited Company and its subsidiaries for the year ending 30th June, 1985 together with the bases and assumption upon which the estimate is made, as set out in Part 5 of the Listing Particulars to be dated 10th July, 1985. We consider that the profit estimate (for which you as Directors are solely responsible) has been made after due and careful enquiry.

Yours faithfully,
Charterhouse Japhet plc

P. F. Doye
Director

PART 6: STATUTORY AND GENERAL INFORMATION

1. INCORPORATION

(a) MAM was registered in England on 29th January, 1969 under the name of Management Agency and Music Limited with the number 946978 as a private company with limited liability under the Companies Act 1948 to 1967.

(b) On 8th March, 1982 MAM re-registered as a public limited company pursuant to the Companies Act 1980 under the name Management Agency and Music Public Limited Company.

(c) On 10th July, 1985 MAM changed its name to Chrysalis Group plc.

2. SHARE CAPITAL

(a) The following table shows the authorised and issued share capital of Chrysalis plc as it was prior to the Merger and the Offer for Sale and as it will be following the Merger and the Offer for Sale:

	Before		After	
	Authorised	Issued and fully paid	Authorised	Issued and fully paid
ordinary shares of 10p each	£1,000,000	£834,625	£3,000,000	£2,614,786

(b) Since 12th July, 1982 there have been the following changes in the issued share capital of Chrysalis plc:

- On 20th April, 1983 450,000 ordinary shares of 10p each were issued credited as fully paid at 115p per share as part of the purchase consideration for a 75 per cent. interest in Research Recordings Limited;
- On 10th November, 1983 375,000 ordinary shares of 10p each were issued credited as fully paid at 115p per share as part of the purchase consideration for the 75 per cent. interest in Research Recordings Limited, referred to in sub-paragraph (i) above;
- On 17th June, 1985 a total of 14,426,601 ordinary shares of 10p each were conditionally issued credited as fully paid to the holders of shares in CGL as consideration for the transfer to MAM of the entire issued share capital of CGL. The issue is expected to become unconditional on 22nd July, 1985; and
- On 17th June, 1985 3,375,000 ordinary shares of 10p each were conditionally issued credited as fully paid for cash at 200p per share to Samuel Montagu pursuant to the Offer for Sale Agreement described in paragraph 9 below.

(c) At the Extraordinary General Meeting held on 10th July, 1985 Resolutions were passed inter alia:

- increasing the authorised share capital of Chrysalis plc from £1,000,000 to £3,000,000 by the creation of an additional 2,000,000 ordinary shares of 10p each;
- authorising the Directors pursuant to the Merger and generally up to an aggregate maximum nominal amount of £2,165,375, pursuant to section 80 of the Companies Act 1985 to allot Chrysalis plc Shares; and
- authorising the Directors to allot Chrysalis plc Shares for cash pursuant to the Offer for Sale and generally up to an aggregate nominal value of £150,000 without regard to the pre-emption provisions of section 89 of the Companies Act 1985.

(d) Under the terms of the Offer for Sale Agreement referred to in paragraph 9 below Samuel Montagu conditionally agreed on 17th June, 1985 to procure purchasers or purchase 925,000 shares and to procure subscribers or subscribe for 3,375,000 shares (in both cases at 200p per share) and to offer for sale to the public an aggregate of 4,300,000 shares at 200p per share.

(e) Save as disclosed in sub-paragraph

- (i) Chrysalis plc may by ordinary resolution increase its share capital, consolidate all or any of its shares into shares of larger amount, sub-divide its shares into shares of smaller amount and cancel any shares not taken or agreed to be taken by any person.
- (ii) Chrysalis plc may, subject to the provisions of the Companies Act 1985, by special resolution reduce its share capital, any capital redemption reserve fund and any share premium account.

Transfer of shares

The instrument of transfer of a share shall be in the usual common form or such other form as shall be approved by the Directors and shall be signed by or on behalf of the transferor and, unless the share is fully paid, by the transferee. The Directors may, in their absolute discretion and without giving any further reason therefor, refuse to register the transfer of a share which is not fully paid or on which Chrysalis plc has a lien. The Articles of Association contain no restrictions on the free transferability of fully paid ordinary shares, provided that the transfers are in favour of not more than four transferees; the transfers are in respect of only one class of shares, and the provisions in the Articles of Chrysalis plc relating to registration of transfers have been complied with.

Dividends and distribution of assets on liquidation

The holders of the ordinary shares are entitled *pari passu* amongst themselves, but in proportion to the number of ordinary shares held by them and to the amounts paid up or credited as paid up on them, to share in the whole of the profits of Chrysalis plc out of dividends and the whole of any surplus in the event of the liquidation of Chrysalis plc.

Unclaimed dividends

Any dividend unclaimed after a period of twelve years from the date of its declaration shall be forfeited and shall revert to Chrysalis plc.

Borrowing powers

- (i) Subject to the provisions of the Articles of Association the Directors may exercise all the powers of Chrysalis plc to borrow money and to mortgage or charge its undertaking, property and uncalled capital and to issue debentures and other securities.

- (ii) The aggregate amount at any one time owing by Chrysalis plc and all its subsidiaries in respect of monies borrowed (exclusive of monies borrowed by Chrysalis plc or any of its subsidiaries from any other such companies) shall not at any time without the previous sanction of Chrysalis plc in general meeting exceed a sum equal to the greater of £30,000,000 or three times the aggregate of the nominal capital of Chrysalis plc for the time being issued and paid up and the amounts standing to the credit of the consolidated reserves (including share premium account, capital redemption reserve and profit and loss account) of Chrysalis plc and each of its subsidiary companies all as shown in their latest audited Balance Sheets and after adjustment as specified in the relevant Article.

Issue of shares

The Directors are, subject to the provisions of the Companies Act 1985, and to the authority of Chrysalis plc in general meeting required by the said Act, unconditionally authorised to allot unissued shares, the Directors are further authorised to allot 21,853,746 shares generally for cash otherwise than in accordance with section 89 of the Companies Act 1985 for the period expiring on the date of the next Annual General Meeting of Chrysalis plc.

Directors

- (i) Save as provided in sub-paragraphs (ii) and (iii) below, a Director shall not vote or be counted in the quorum present on any motion in regard to any contract, arrangement, transaction or any other proposal in which he has any material interest otherwise than by virtue of his interests in shares or debentures or other securities of or through Chrysalis plc. Subject to the Companies Act 1985, Chrysalis plc may by ordinary resolution suspend or relax this provision to any extent or partly any transaction not duly authorised by reason of a contravention thereof.

- (ii) A Director shall (in the absence of some other material interest than is indicated below) be entitled to vote and be counted in the quorum in respect of any resolution concerning any of the following matters, namely:

- (a) the giving of any security or indemnity to him in respect of money lent or obligations incurred by him at the request of or for the benefit of Chrysalis plc or any of its subsidiaries;
- (b) the giving of any security or indemnity to a third party in respect of a debt or obligation of Chrysalis plc or any of its subsidiaries for which he himself has assumed responsibility in whole or in part under a guarantee or indemnity or by the giving of security;
- (c) any proposal concerning an offer of shares or debentures or other securities of or by Chrysalis plc or any of its subsidiaries for subscription or purchase in which offer he is or is to be interested as a participant in the underwriting or sub-underwriting thereof;

- (d) any contract, arrangement, transaction or other proposal concerning any other company in which he is interested, directly or indirectly and whether as an officer or shareholder, or otherwise, provided that he is not the holder of or beneficially interested in one per cent. or more of any class of the equity share capital of such company (or of a third company through which interest is derived) or of the voting rights available to members of the relevant company (any such interest being deemed for the purpose of the relevant Article to be a material interest in all circumstances);

- (e) any contract, arrangement, transaction or other proposal concerning the adoption, modification or operation of a superannuation fund or retirement benefits scheme under which he may benefit and which either relates to both employees and Directors of Chrysalis plc or has been approved by or is subject to and conditional upon approval by the Board of Inland Revenue for taxation purposes and does not accord to any Director as such any privilege or advantage not accorded to the employees to which such scheme or fund relates; and

- (f) any contract, arrangement, transaction or other proposal concerning the adoption, modification or operation of an employee share scheme which includes full time executive directors of Chrysalis plc and/or any subsidiary or any arrangement for the benefit of employees of Chrysalis plc, or any of its subsidiaries under which a full time executive director benefits in a similar manner to employees, and which does not accord to any Director as such any privilege or advantage not generally accorded to the employees to whom such scheme relates.

- (iii) If any question shall arise at any meeting as to the materiality of a Director's interest or as to the entitlement of any Director to vote and such question is not resolved by his voluntarily agreeing to abstain from voting, such question shall be referred to the Chairman of the meeting and his ruling in relation to any other Director shall be final and conclusive except in a case where the nature or extent of the interest of such Director has not been fully disclosed.

- (iv) The Non-executive Directors shall be paid out of the funds of Chrysalis plc by way of fees an aggregate sum not exceeding £25,000 per annum. The Directors shall also receive by way of additional fees such further sums (if any) as Chrysalis plc in general meeting may from time to time determine.

- (v) A Director may hold any other office or place of profit under Chrysalis plc, except that of auditor, in conjunction with the office of director and may act in a professional capacity to Chrysalis plc and, in any such case, on such terms as remuneration and otherwise as the Directors may arrange.

- (vi) The Directors may give or award pensions or other benefits to, inter alia, Directors and former Directors of Chrysalis plc and to their wives, widows, families and dependants.

- (vii) The remuneration of any managing director or executive director of Chrysalis plc shall, subject as provided in any contract, be such as the Directors may from time to time determine and may include the making of provision for the payment to him, his widow or other dependants of a pension on retirement from the office or employment to which he is appointed and for the participation in pension and life assurance benefits or may be upon such other terms as the Directors determine.

- (viii) The Directors shall be entitled to be repaid all reasonable travelling, hotel and other expenses incurred by them respectively in or about the performance of their duties as Directors including any expenses incurred in attending meetings of the Board or of Committees of the Board or general meetings, and if in the opinion of the Directors it is desirable that any of their number should make special journeys or perform any special services on behalf of Chrysalis plc or its business, such Director or Directors may be paid such reasonable additional remuneration and expenses therefor as the Directors may from time to time determine.

- (ix) A Director shall not be required to vacate his office by reason of his having attained any age limit.

- (x) A Director shall not require a special qualification.

Pensions, gratuities, etc.

The Directors may provide or pay pensions, annuities, gratuities and superannuation or other allowances or benefits to any Director, ex-Director, employee or ex-employee of Chrysalis plc or any of its subsidiaries or any wife, widow, children and other relatives and dependants of any such Director, ex-Director, employee or ex-employee.

4. PRINCIPAL SUBSIDIARIES AND ASSOCIATED COMPANIES

The principal subsidiary and associated companies (excluding intermediary holding companies) of Chrysalis plc, all of which are registered in England except where indicated, are as follows:

	Date of incorporation	Issued share capital	Percentage owned by Chrysalis plc
Records and publishing			
A.I.R. Music (London) Limited	5.03.69	£2	100
Air Music Publishing Limited	9.08.74	£100	100
A.I.R. Music Scandinavia AB	31.08.71	SKr 75,000	50
Air Records Limited	15.08.74	£200	100
Chrysalis-Lee Music Limited	6.10.67	£500	50
Chrysalis Music Limited	1.06.82	£1,000	100
Chrysalis Music Group Inc. (USA)	18.09.68	£1,000	100
Chrysalis Records Limited	18.09.68	£1,000	100
Engelbert Humperdinck Limited	15.08.67	£100	100
Kenner Leisure Limited	26.05.70	£400	50
Ian Anderson Music Limited	1.12.69	£100	100
MAM (Music Publishing) Limited	18.02.58	£1,240	100
Management Agency and Music Publishing Inc. (USA)	12.12.69	£100	50
PRP Music Limited	30.10.77	£1,000	100
Red Admiral Music Inc. (USA)	20.10.77	£1,000	100
Rare Blue Music Inc. (USA)	12.04.77	£100	50
Tandem Record Sales Limited	29.09.72	£5,000	100
Tenlight Records Inc. (USA)	2.08.65	£100	100
Tom Jones (Enterprises) Limited			
Facilities management			
Air Studios Limited	26.08.65	£211,200	100
Audio International Recording Studios Limited	31.10.52	£5,000	50
Research Recordings Limited	4.06.70	£100,000	75
Wessex Sound Limited	4.02.74	£1,000	100
Hotels and machines			
Kenner Leisure Limited	31.03.60	£10,999	100
Kingsmead Hotels Limited	30.03.73	£100,000	100
MAM Inn Play Limited	11.04.61	£332,190	100
Agency and promotion			
Air Management Services Limited	20.08.73	£100	50
Air Management Limited	8.05.68	£100	100
MAM (Promotions) Limited	23.10.67	£100	100
World Service Agency Limited	18.09.68	£1,000	100
Other			
Property development and dealing			
Chrysalis Properties Limited	5.06.72	£100	100
Mershall Limited	20.02.78	£100	100

	Date of incorporation	Issued share capital	Percentage owned by Chrysalis plc
(i) Production for television and video			
Chrysalis Visual Programming Inc. (USA)	21.08.81	£100	100
Chrysalis Visual Programming Limited	9.10.78	£100	100
Chrysalis-Yellen Productions Inc. (USA)	11.05.82	\$201,000	100
The Ness Company Limited	10.03.82	£102	75
(ii) Musical instruments			
Manns and Cranes Music Limited	22.12.82	£100,000	100
Tughan-Crane (Music) Limited (N.I.)	21.10.60	£7,500	100
(iii) Production of advertising jingles			
A.I.R. Edel Associates Limited	22.05.70	£100	50

5. DIRECTORS' AND OTHER INTERESTS

- (a) The interests of the Directors and their families (all of which are beneficial) in the Chrysalis plc Shares and 10% Unsecured Loan Stock 2019 ("Loan Stock") as shown in the particulars of such interests required to be maintained under the provisions of section 324 of the Companies Act 1985 as they will be immediately following the Offer for Sale (disregarding any shares which may be allocated to any of the Directors in pursuance of applications under the Offer for Sale) are as follows:

Name	Loan Stock	No. of Shares	per cent of issued share capital
D. G. O'Arcy	—	248,167	0.9
N. R. A. Butterfield	—	—	—
K. Chappelow	250	2,000	0.1
B. Clayman	—	250,567	1.0
T. R. Connolly	—	—	—
J. R. Craig	—	—	—
P. J. A. Hazlerigg	—	2,584	—
G. H. Martin	—	—	—
G. W. Mills	5,000	400,000	1.5
W. L. L. Smith	—	30,000	0.1
C. N. Wright	—	12,576,075	48.1

- (b) The following Directors have been granted options under the provisions of Chrysalis plc's Share Option Schemes all of which are exercisable in accordance with the terms of the said Schemes:

	No. of Shares
Scheme 1	
G. W. Mills	20,000
W. L. L. Smith	50,000
B. Clayman	25,000
K. Chappelow	40,000
P. J. A. Hazlerigg	30,000
Scheme 2	
	3,762

- Scheme 1 = The Executive Scheme, price 129p, exercisable between 1987 and 1991.
Scheme 2 = The Savings Scheme, price 117p, exercisable in 1989 or 1991.

Following the Offer for Sale, it is proposed that options over a total of 500,000 shares will be granted at the Offer for Sale price under the Executive Share Option. Of these, it is proposed that 50,000 will be granted to each of Mr. G. H. Martin, Mr. N. R. A. Butterfield and Mr. J. R. Craig.

- (c) Save as disclosed in sub-paragraphs (a) and (b) above none of the Directors has any interest in the share capital of Chrysalis plc or any of its subsidiaries.

- (d) Apart from the shareholding of Mr. Wright specified in sub-paragraph (a) above, following the Offer for Sale the Directors are not aware of any interests (within the meaning of Part VI of the Companies Act 1985) which will represent 5 per cent. or more of the issued share capital of Chrysalis plc.

- (e) The aggregate emoluments of the Directors of Chrysalis plc, excluding the CGL Directors, in respect of the financial period ended 30th June, 1985 are estimated to be £285,815 (inclusive of bonuses, pension contributions and other benefits). The aggregate emoluments (inclusive of bonuses, pension contributions and other benefits) of the Directors of Chrysalis plc, including the CGL Directors, in respect of the current financial period ended 30th June, 1986 are estimated, under the arrangements in force at the date of this document, to be approximately £1.2 million.

- (f) There is no arrangement under which a Director has agreed to waive future emoluments nor have there been any waivers of such emoluments during the financial period ended 30th June, 1985.

- (g) Save in respect of the Merger Agreement and the material contracts as disclosed in paragraph 10 below, no Director of Chrysalis plc has any interest in any transaction which is of an unusual nature, confers unusual terms or which is significant to the business of the combined Group and which was effected by Chrysalis plc during the current or immediately preceding financial year or during any earlier financial year and which remains in any respect outstanding or unperformed.

- (h) No loans or guarantees have been granted or provided by any member of the combined Group to or for the benefit of any Director of Chrysalis plc.

6. SERVICE AGREEMENTS

- (a) Each of the following Directors has a service agreement with the new Chrysalis Group:

Director	Position	Initial Expiry Date	Current Annual Salary
C. N. Wright	Executive Chairman	30th June, 1988	£160,000
T. R. Connolly	Group Managing Director	30th June, 1986	£77,206
D. G. O'Arcy	Managing Director of Chrysalis Records Limited	3 years' notice	£77,206
N. R. A. Butterfield	Group Finance Director	30th June, 1988	£60,000
J. R. Craig	Managing Director of Chrysalis Records Inc.	20th March, 1986	US\$160,000
G. H. Martin	Managing Director of Air Studios	31st August, 1989	£25,000
K. Chappelow	Managing Director of Kenner Leisure Limited	31st July, 1986	£40,000
B. Clayman	Managing Director of MAM (Agency) Limited	31st January, 1987	£47,916
P. J. A. Hazlerigg	Managing Director of Kingsmead Hotels Limited and MAM Inn Play Limited	31st January, 1987	£53,240
W. L. L. Smith	Deputy Managing Director	31st July, 1987	£66,550

- (b) The above salaries are reviewable at least once in every subsequent year, in addition to current annual salaries, the Directors receive bonuses as follows:

- (i) T. R. Connolly, a bonus at the rate of £5,000 for every 1p of the adjusted earnings per share of the combined Group;
- (ii) D. G. O'Arcy, a bonus of 2 1/2 per cent. of the adjusted pre-tax profits of the CGL Group;
- (iii) N. R. A. Butterfield, a bonus of 0.7 per cent. of the adjusted pre-tax profits of the combined Group (excluding those of CGL's US operations);
- (iv) J. R. Craig, a profit related bonus not exceeding US\$95,000;
- (v) K. Chappelow, a bonus of 20 per cent. of the amount by which the profits of Kenner Leisure Limited exceed £300,000.

- (c) After the initial expiry date the contracts continue as follows:

- (i) Mr. Connolly's contract continues until determined by two years' notice given by either party;
- (ii) Mr. Wright's and Mr. Butterfield's contracts continue until determined by one year's notice given by either party;
- (iii) Mr. Chappelow's contract continues until terminated by 6 months' notice given by either party; and
- (iv) Mr. Martin's contract continues until determined by notice of 3 to 12 months.

- (d) Save as disclosed in paragraph 6(a) above there are no existing or proposed service agreements between any of the Directors and Chrysalis plc or any of its subsidiaries which cannot be determined by the employing company without payment of compensation (other than statutory compensation) within twelve months.

7. PROPERTIES

Details of the two principal properties, both of which are leasehold, occupied by Chrysalis plc and its subsidiaries are as follows:

Location (and size)	Description	Lease expires	Rent Review	Current Annual Rental
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1213 Stratford Place, London, England (15,144 sq. ft.) Offices 24.6.02 24.6.87 £178,000

645 Madison Avenue, New York, USA (5,875 sq. ft.) Offices 28.2.93 — US\$176,250

The principal administrative offices of Chrysalis plc are at 1213 Stratford Place, London W1N 9AF.

8. SHARE OPTION SCHEMES

Chrysalis Executive Share Option Scheme

On 25th April, 1984 Chrysalis plc adopted an executive share option scheme ("the Executive Scheme") which has been approved by the Inland Revenue under the provisions of the Finance Act 1984. The principal terms of the Executive Scheme are as follows:

- (i) Eligible Employees — Directors of Chrysalis plc and any full time employees of Chrysalis plc and its subsidiaries will be eligible to participate in the Executive Scheme at the discretion of the Board.

- (ii) Subscription Price — the price at which an option holder may subscribe for shares will be determined by the Directors but shall be not less than the average of the middle market quotations of the shares over three dealing days of The Stock Exchange (as derived from The Daily Official List) ending on the last dealing day in the week before the date on which eligible employees are invited to apply for options or if the shares are not listed at the relevant time the market value as agreed with the Shares Valuation Division of the Inland Revenue or (if higher), the nominal value of a share.

- (iii) Grant of Options — the Directors may at their discretion select from amongst the eligible employees those who, on the relevant occasion, are to be invited to apply for options. Such invitations may only be issued during the six weeks following the announcement of Chrysalis plc's interim or annual results to The Stock Exchange (and within a three month period commencing on the date of the Extraordinary General Meeting held on 10th July, 1985) and will remain open for acceptance within a stated period of not less than 14 days.

The Directors may grant options over such numbers of shares as they at their discretion shall determine to each eligible employee who applies for an option pursuant to an invitation. In addition, the Directors may specify and subsequently vary any performance conditions which must be satisfied before any option may be exercised.

Options will not be transferable or assignable.

- (iv) Limitations of the Executive Scheme — The number of shares that may be issued on the exercise of options granted under the Executive Scheme will be restricted so that the number of shares issued or remaining capable of being issued will neither exceed 5 per cent. of the issued ordinary share capital of Chrysalis plc for the time being nor, when aggregated with shares issued or remaining capable of being issued under the Savings Scheme and any other scheme under which employees may acquire shares, exceed 4,000,000 shares or, if lower, 10 per cent. of the issued ordinary share capital of Chrysalis plc for the time being.

The maximum value (at their subscription price) of shares over which any employee may be granted an option at any time shall not, when aggregated with the value (at their subscription price) of shares already acquired, or capable of being acquired, by him on the exercise of options under the Executive Scheme and the value of any options held by him under any other share option scheme operated by Chrysalis plc, exceed the lesser of (a) £250,000 and (b) four times the greater of his earnings for the purposes of PAYE for the year ended on the previous 5th April (but before payment by him of pension contributions) and his basic annual rate of salary at the date of grant.

No options may be granted after 25th April, 1994.

- (v) Exercise of Options — Subject to paragraph 8(iv)(ii) and the provisions relating to the lapse of options, options may be exercised in whole or in part at any time during the period commencing on the third anniversary of their grant and finishing on the tenth anniversary of their grant OR within six months of an option holder leaving the service of Chrysalis plc or any of its subsidiaries because he is injured, disabled or made redundant OR within six months of an option holder's retirement, if three years have elapsed since the grant of the option, or within six months of the three year period lapsing (but in any event not more than eighteen months from the date of retirement) OR within twelve months of the death of the option holder.

Options shall lapse if the option holder ceases to be employed for any reason other than those specified above, unless the Directors at their discretion decide otherwise, in which case options which have been held for more than three years may be exercised within six months after the relevant event OR on the expiry date of the period prescribed for their exercise OR in any event immediately following the tenth anniversary of the date of their grant.

- (vi) Listing — Chrysalis plc shall apply to the Council of The Stock Exchange for shares issued on exercise of any option to be admitted to the Official List. Such shares will rank in full for all dividends declared on ordinary share capital paid by reference to a record date on or after the date of their issue and will otherwise rank *pari passu* with the then existing shares of Chrysalis plc.

- (vii) Re-organisation of Capital — In the event of a capitalisation or rights issue or any consolidation, sub-division or reduction of the capital of Chrysalis plc, the Directors will make such adjustments to the total number of shares available under the Executive Scheme (see paragraph 8(iv)(i) above), the number of shares subject to options or the relevant subscription prices as may be confirmed in writing by the auditors of Chrysalis plc to be in their opinion fair and reasonable.

- (viii) Reconstruction, Winding up and Change of Control — In the event of a change of control of Chrysalis plc or in the event of the compulsory or voluntary winding up of Chrysalis plc, an option under the Executive Scheme may be exercised within periods prescribed in the Rules.

- (ix) Amendments — the Directors are empowered to suspend or terminate the Executive Scheme at any time but the existing rights of the holders will not be affected thereby.

The Executive Scheme may be amended by the Directors in any respect subject to the protection of existing rights of option holders and provided that no amendment will be made without prior consent of Chrysalis plc in General Meeting if it is for the benefit of participants or prospective participants and involves the basis of calculation of the subscription price, the total number of shares available for the Executive Scheme, the persons eligible to participate, the maximum number of shares which may be subject to options granted to any one employee, the periods during which options may be exercised, the rules governing re-organisation of capital, takeover, amalgamation or the winding up of Chrysalis plc, the rules governing amendment of the Executive Scheme or the rights attaching to the shares subject to options.

- (x) United States Executives — Special additional provisions apply to options granted to executives subject to taxation in the United States of America to allow them to qualify as Incentive Stock Options for the purposes of US tax legislation.

- (xi) At the date of this document options have been granted in respect of 347,500 shares (inclusive of those granted to the Directors set out above) exercisable between 1987 and 1991 at a price of 129p per share.

Chrysalis Savings-Related Share Option Scheme

On 25th April, 1984 Chrysalis plc adopted a savings-related share option scheme for the benefit of its employees ("the Savings Scheme") which has been approved by the Inland Revenue under the provisions of the Finance Act 1980. The principal terms of the Savings Scheme are as follows:

- (i) Eligible Employees — all U.K. employees (including Directors) of Chrysalis plc and of any of its subsidiaries whose normal working week is 20 hours or more and who have completed at least three years continuous service, will be eligible to participate. Participation may also be offered, at the Directors' discretion, to other employees who have less than three years service.

- (ii) Subscription Price — the price at which an option holder may subscribe for shares will be determined by the Directors but shall be not less than 90 per cent. of the average of the middle market quotations of the shares over three dealing days of The Stock Exchange (as derived from The Daily Official List) ending on the last dealing day in the week before the date on which eligible employees are invited to apply for options or (if higher), the nominal value of a share.

- (iii) Grant of Options — all eligible employees may, at the Directors' discretion, be invited to participate during any six week period following the announcement of Chrysalis plc's interim or annual results to The Stock Exchange (and within a period of three months commencing on the date of the Extraordinary General Meeting held on 10th July, 1985) and will remain open for acceptance within a stated period of not less than 14 days.

An employee who applies to participate will normally be granted an option over the number of shares whose aggregate subscription price equals as nearly as possible the proceeds (including any bonus) of the related savings contract.

Options will not be transferable or assignable.

- (iv) Savings Contract — eligible employees who wish to participate will enter a contributory savings scheme (the "savings contract") approved for this purpose by the Inland Revenue. Under the savings contract an employee will make fixed contributions by deduction from pay. These contributions must be in multiples of £1 per month and must not be less than £10 nor more than £100 per month. After 5 years or 7 years an employee may apply for the repayment of his contributions together with a tax free bonus currently equal to 14 or 28 monthly contributions respectively.

Should the number of shares in respect of which options are applied for exceed the number made available by the Directors for the Savings Scheme at the date when eligible employees are invited to participate employees' contributions under the savings contract will be reduced in accordance with the Rules of the Savings Scheme.

- (v) Limitations of the Savings

- (i) Agreement dated 16th January, 1985 between (1) T.C. Ellis and (2) Chrysalis Records Inc. ("CRI") whereby CRI acquired Mr. Ellis' shareholdings in Twentieth Century Fox ("Twentieth") and Chrysalis Music Group Inc. ("CMG") for a cash consideration of \$15,300,000.
- (ii) Stock transfers dated 16th January, 1985 between Mr. Wright and CRI whereby CRI acquired Mr. Wright's shareholding in Twentieth in exchange for the issue credited as fully paid of shares of common stock in CRI.
- (iii) Agreement dated 16th January, 1985 between (1) Mr. Ellis, (2) CGL and (3) Mr. Wright whereby CGL purchased from Mr. Ellis shares in Chrysalis Holdings Limited ("CHL"), Butterfly Music Limited, Mermaid Records Limited, Sirius Musical Productions Limited, World Service Agency Limited, Chrysalis-Lee Music Limited, Ian Anderson Music Limited and Good Morning Limited ("the Chrysalis Companies") for a cash consideration of £4,087,500.
- (iv) Agreement dated 16th January, 1985 between (1) CGL and (2) C.N. Wright, T.R. Connolly and D.G. D'Arcy whereby CGL agreed to purchase from Mr. Wright, Mr. Connolly and Mr. D'Arcy the shares held by them in CHL in exchange for the allotment credited as fully paid of 524,998 shares in CGL being as to 474,998 shares to Mr. Wright, as to 25,000 shares to Mr. Connolly and as to 25,000 shares to Mr. D'Arcy.
- (v) Facility letter from Samuel Montagu to CGL dated 19th December, 1984 together with side letter dated 15th January, 1985.
- (vi) Guarantees dated 16th January, 1985 given by CHL, Chrysalis Records Limited, Chrysalis Music Limited, Chrysalis Properties Limited, Chrysalis Visual Programming Limited, Air Studios Limited, Air Records Limited, Wessex Sound Limited, CRI, Twentieth and CMG ("the Guarantors").
- (vii) Fixed and floating charges dated 16th January, 1985 given by all of the Guarantors other than CRI, Twentieth and CMG ("the Charges").
- (viii) Guarantees dated 16th January, 1985 given by the Charges to National Westminster Bank PLC.
- (ix) Fixed and floating charge dated 16th January, 1985 given by the Charges to National Westminster Bank PLC.
- (x) Change over shares and securities dated 16th January, 1985 given in favour of Samuel Montagu by CGL, CHL, Chrysalis Records Limited and CRI.
- (xi) Security Agreement dated 12th May, 1983 (as amended on 30th March, 1984) between Twentieth and CBS creating a security interest over Twentieth's assets in respect of credit line facilities together with second debenture dated 31st May, 1985 between CBS and CHL providing further security.
- (xii) Memorandum of Understanding from CBS together with side letters dated 26th March, 1984 and 30th November, 1984 and indenture letter dated 29th November, 1984.
- (xiii) Escrow Agreement dated 29th November, 1984 between CRI, CGL and CBS together with letter dated 10th December, 1984 from CRI to CBS together with letter of amendment dated 31st May, 1985.
- (xiv) Agreement dated 17th June, 1985 between (1) CGL, (2) K. Bellinger, R. Cowley, M.B. Hopewell, C.N. Wright, D. Robertson and H. Woolf (the last three being the trustees of the Wright family settlement) and (3) C.N. Wright whereby the parties of the second and third parts conditionally agreed to sell shares in World Service Agency Limited, Ian Anderson Music Limited and Chrysalis-Lee Music Limited to CGL in exchange for the issue and allotment credited as fully paid of shares in CGL.
- (xv) Agreement dated 17th June, 1985 between (1) CRI and (2) L.B. Nelson and A. Somer (trustees of the Wright family settlement) whereby the parties of the second part agreed conditionally to sell shares in CMG to CRI in exchange for the issue credited as fully paid of 490 shares of common stock in CRI.
- (xvi) Agreement dated 17th June, 1985 between (1) CGL and (2) L.B. Nelson and A. Somer (trustees of the Wright family trust) and C.N. Wright and H. Woolf (the last three being the trustees of the Wright family settlement) whereby the parties of the second part agreed to sell shares in CRI to CGL in consideration of the allotment credited as fully paid of 865,382 ordinary shares in the capital of CGL.
- (xvii) Agreement dated 17th June, 1985 between (1) Mr. Wright, (2) Samuel Montagu, (3) Mr. Connolly, (4) Mr. D'Arcy and (5) CGL whereby the Option Deeds referred to as material contracts (iii) and (vi) above were varied so as to provide that all the parties' respective obligations thereunder would be satisfied by the subscription by Samuel Montagu for 36,333 new ordinary shares of £1 each in the capital of CGL for a cash sum of £514,000 conditional on the Merger being effected.
- (xviii) Agreement dated 17th June, 1985 between (1) MAM, (2) C.N. Wright, T.R. Connolly, D.G. D'Arcy, Samuel Montagu, K. Bellinger, R. Cowley, M.B. Hopewell, Mrs. C.N. Wright, D. Robertson, H. Woolf, L.B. Nelson, A. Somer, A. Grouper, G. Williams, C. Bersen and R. Langdon (3) G.W. Mills, W.L.L. Smith, B. Clayman, D.A. Landau, S.L. Fenn, M. Balin, K. Chappelow, and P.J.A. Hazlerigg (4) CGL and its subsidiaries, being the Merger Agreement. The Merger Agreement contains warranties from Mr. Wright and Mr. Connolly. Warranty claims are limited to the sum of the net realised and realisable value of their respective Consideration Shares, subject to a maximum limit of £25 million.
- (xix) Agreement dated 17th June, 1985 between (1) C.N. Wright, (2) G.W. Mills, B. Clayman, W.L.L. Smith, K. Chappelow, P.J.A. Hazlerigg, D.A. Landau, S.L. Fenn and M. Balin (the then MAM Directors), (3) C.N. Wright, T.R. Connolly, D.G. D'Arcy, N.R.A. Butterfield and G.H. Martin (the then CGL Directors), (4) C.N. Wright, T.R. Connolly, D.G. D'Arcy, N.R.A. Butterfield, J.R. Craig, G.H. Martin, G.W. Mills, B. Clayman, W.L.L. Smith, K. Chappelow and P.J.A. Hazlerigg (the Directors of Chrysalis plc), (5) MAM, (6) CGL and (7) Samuel Montagu being the Offer for Sale Agreement referred to in paragraph 9 above.
- (xx) Deed dated 26th March, 1985 between (1) Raymond O'Sullivan (2) Playg Limited formerly known as Gilbert O'Sullivan Limited (3) MAM (4) MAM Music Publishing Limited (5) Eborast and (6) MAM Records Limited whereby the parties of the third, fourth, fifth and sixth parts agreed to pay to Mr. O'Sullivan a sum of £1,850,000 in full and final settlement of any existing or future claims against them jointly or severally.
- (xxi) Agreement dated 21st December, 1984 between MAM Marinas Limited and Portlair Limited whereby the assets of MAM Marinas Limited were sold to Portlair Limited for the sum of £360,000.
- (xxii) Agreements between Mr. C.N. Wright, Mr. T. R. Connolly, Mr. D. G. D'Arcy, Messrs C. Bersen and R. Langdon as trustees of Mr. T. R. Connolly's settlement, and Messrs A. Grouper and G. Williams as trustees of Mr. D. G. D'Arcy's settlement whereby Mr. Connolly, Mr. D'Arcy and the trustees of their respective trusts have given to Mr. Wright the power without limitation to exercise all voting rights in respect of their respective holdings of Chrysalis plc Shares.
- (xxiii) Agreement dated 12th January, 1983 between MAM and Mr. M. J. Abrahams for the initial acquisition of 75 per cent. of the issued share capital of Research Recordings Limited and for the further acquisition, under certain circumstances, of all or part of the remaining 25 per cent. minority interest.

Save as aforesaid no member of the combined Group has, within the two years immediately preceding the date of this document, entered into any contract which is or may be material otherwise than in the ordinary course of business.

11. TAXATION

- (a) The Directors have been advised that following the Offer for Sale Chrysalis plc will not be a close company as defined in the Income and Corporation Taxes Act 1970.
- (b) Clearance has been obtained under section 464 of the Income and Corporation Taxes Act 1970 in respect of the arrangement described in this document.
- (c) When paying a dividend, Chrysalis plc has to remit to the Inland Revenue an amount of Advance Corporation Tax ("ACT") at a rate which is currently three-sevenths of the dividend paid. Accordingly, the ACT related to a dividend currently equals 30 per cent. of the sum of the cash dividend plus the ACT.
- Individual shareholders resident in the United Kingdom are entitled to a tax credit corresponding to the ACT paid which satisfies their liability to basic rate tax in respect of the cash dividend received and which in appropriate cases may be reclaimed in cash. A United Kingdom resident corporate shareholder will not be liable to United Kingdom Corporation Tax on any dividend received.
- Whether holders of ordinary shares in Chrysalis plc who are resident in countries other than the United Kingdom are entitled to a payment from the Inland Revenue of a proportion of the tax credit in respect of dividends on such shares depends upon the provisions of any double taxation convention or agreement which exists between such countries and the United Kingdom. Persons who are not resident in the United Kingdom should consult their own tax advisers on the possible application of such provisions, the procedure for claiming payment and what relief or credit may be claimed in the jurisdictions in which they are resident for such tax credit.

12. WORKING CAPITAL

The Directors of Chrysalis plc consider that, having regard to the bank facilities available and the estimated net proceeds of the Offer for Sale, the new Chrysalis Group has sufficient working capital for its present requirements.

13. CONSENTS

- (a) Samuel Montagu has given and has not withdrawn its written consent to the issue of this document with its letter relating to the profit estimate of the CGL Group and name included in it and with the references thereto in the form and context in which they appear.
- (b) Stoy Hayward have given and have not withdrawn their written consent to the issue of this document with their joint report on the CGL Group, their joint letter relating to the profit estimate of the CGL Group and name included in it and the references thereto in the form and context in which they respectively appear.
- (c) Charterhouse Japhet plc has given and has not withdrawn its written consent to the issue of this document with its letter relating to the profit estimate of the MAM Group and name included in it and with the references thereto in the form and context in which they appear.
- (d) Peat, Marwick, Mitchell & Co. have given and have not withdrawn their written consent to the issue of this document with their joint report on the MAM Group, their joint letter relating to the profit estimate of the MAM Group, their joint letter relating to the profit estimate of the CGL Group and name included in it and references thereto in the form and context in which they respectively appear.
- (e) Christie & Co., valuers and surveyors, have given and have not withdrawn their written consent to the issue of this document with the inclusion therein of the references to their valuation and name in the form and context in which they appear.
- (f) Knight, Frank & Rutley, valuers and surveyors, have given and have not withdrawn their written consent to the issue of this document with the inclusion therein of the references to their valuation and name in the form and context in which they appear.

14. LITIGATION

Save as disclosed below, neither Chrysalis plc nor any of its subsidiaries is engaged in any litigation or arbitration proceedings and no litigation, arbitration or claim is known to the Directors to be pending or threatened against Chrysalis plc or any of its subsidiaries which may have, or has had during the twelve months prior to the date hereof, a significant effect on the combined Group's financial position.

- (a) On 29th March, 1985 a sum of approximately £1.8 million, including accrued interest, was paid to Mr. Gilbert O'Sullivan in settlement of any action against MAM.

(b) Spandau Ballet, a band under contract to the CGL Group, is seeking to terminate prematurely its contract. In the event that it succeeds in so doing, the Directors of the CGL Group have been advised that the combined Group will suffer to the extent that Spandau Ballet will not be committed to supplying two further albums to the CGL Group. Leading and junior counsel have advised that the prospect of success of the proceedings, which include a claim for damages, is extremely poor. They have further advised that, in the unlikely event of the action succeeding, it is most improbable that any damages awarded would be substantial.

15. INSURANCE

- (a) Chrysalis plc has effected "key-man" insurance in respect of Mr. C. N. Wright in the sum of £2 million.
- (b) The Directors are of the opinion that the combined Group carries reasonable insurance cover for all major risks facing the combined Group which would be expected to be the subject of insurance cover, including insurance of the combined Group's major recording artists.

16. MATERIAL CHANGES

Save for the Merger, the interim results of the MAM Group set out in paragraph 7 of Part 4 of this document, the pro forma profit estimates of the CGL Group and the MAM Group set out in Part 5 of this document and the Offer for Sale, there has been no material change in the financial and trading position of the combined Group since 31st July, 1984, the date to which the last published audited accounts of Chrysalis plc were made up.

17. GENERAL

- (a) Samuel Montagu is registered in England (No. 499482) and its registered office is at 114 Old Broad Street, London EC2P 2HY.
- (b) Charterhouse Japhet plc is registered in England (No. 171831) and its registered office is at 1 Paternoster Row, St. Pauls, London EC4M 7DH.
- (c) Each dividend on the ordinary shares will be paid to those holders of ordinary shares on the register of members on the record date for such dividend who have not waived their entitlement thereto. Such record date will normally be about six weeks before the date of payment.
- (d) The ordinary shares are in registered form.
- (e) Save for remuneration received in respect of services rendered to the combined Group, no cash, securities or benefits have, within the two years immediately preceding the date hereof, been paid or given or are now proposed to be paid or given to any promoter.
- (f) Other than the Merger and the purchase of a 75 per cent. interest in Research Recordings Limited (described in paragraphs 10 and 2 above respectively), there have been no major acquisitions nor other principal investments made during the past three financial years and the current financial year.
- (g) At the date of this document Chrysalis plc has no intention to make any new principal investments.

18. PREFERENTIAL APPLICATION RIGHTS

Preferential consideration will be given to valid applications received on Preferential Application Forms for an aggregate maximum of 430,000 ordinary shares from shareholders of MAM and employees of and recording artists under contract to the combined Group.

19. DOCUMENTS AVAILABLE FOR INSPECTION

Copies of the following documents will be available for inspection during usual business hours on any weekday (Saturdays excepted) up to and including 9th August, 1985 at the offices of Clifford-Turner, Blackfriars House, 19 New Bridge Street, London EC4V 6BY:

- (a) The Memorandum and new Articles of Association of Chrysalis plc.
- (b) The audited consolidated accounts of the MAM Group for the two financial years ended 31st July, 1984.
- (c) The audited accounts of the companies forming the CGL Group for the two financial years ended 31st December, 1984.
- (d) The interim statement of MAM for the six months ended 31st January, 1985.
- (e) The reports of Peat, Marwick, Mitchell & Co., Chartered Accountants, and Stoy Hayward, Chartered Accountants, and statements of the adjustments made by them in arriving at the figures set out in the reports.
- (f) The service agreements of the Directors of Chrysalis plc and consultancy agreement of Mr S. L. Fenn.
- (g) The material contracts referred to in paragraph 10 of Part 6 of this document.
- (h) The rules relating to the Executive Scheme referred to in sub-paragraph 8(a) of Part 6 of this document.
- (i) The rules relating to the Savings Scheme referred to in paragraph 8(b) of Part 6 of this document.
- (j) The letters relating to the profit estimates.
- (k) The consents referred to in paragraph 13 of Part 6 of this document.
- (l) The valuation report of Christie & Co referred to in note 3(d) of Part 2 of this document and the valuation reports of Christie & Co. and Knight, Frank & Rutley referred to in the accountants' report on the MAM Group set out as Part 4 of this document.

Dated 10th July 1985

PART 7: TERMS AND CONDITIONS OF APPLICATION

Acceptance of applications will be conditional upon the ordinary share capital of Chrysalis plc, issued and to be issued, being admitted to the Official List of the Stock Exchange not later than 31st July, 1985, subject only to posting of Letters of Acceptance. Application monies will be returned (without interest) if such admission is not granted by that date and, in the meantime, will be retained by National Westminster Bank PLC, New Issues Department in a separate account.

Samuel Montagu reserves the right to reject in whole or in part or to scale down any application and, in particular, multiple or suspected multiple applications and to present for payment any cheques or bankers' drafts received. If any application is not accepted in whole or in part or is scaled down, the application monies or, as the case may be, the balance thereof, will be returned (without interest) by returning the applicant's cheque or banker's draft or by crossed cheque in favour of the applicant(s) through the post at the risk of the person(s) entitled thereto.

By completing and delivering an Application Form, you (as the applicant(s)):

- (i) offer to purchase the number of Chrysalis plc Shares specified in your Application Form (or such smaller number for which the application is accepted) subject to the listing particulars relating to Chrysalis plc dated 11th July, 1985 ("the Listing Particulars"), these terms and conditions and the Memorandum and Articles of Association of Chrysalis plc;
- (ii) authorise National Westminster Bank PLC, New Issues Department to send a Letter of Acceptance for the number of Chrysalis plc Shares for which your application is accepted, and/or a crossed cheque for any monies returnable, by post, at the risk of the person(s) entitled thereto, to your address (or that of the first-named applicant) as set out in your Application Form and to procure that your name (together with the name(s) of any other joint applicant(s)) be placed on the register of members of Chrysalis plc in respect of such Chrysalis plc Shares the entitlement to which has not been duly renounced;
- (iii) agree that, in consideration of Samuel Montagu agreeing that it will consider and process applications for the Chrysalis plc Shares, the subject of the Offer for Sale in accordance with the Listing Particulars, your application may not be revoked until after 31st July, 1985 and that this paragraph shall constitute a collateral contract between you and Samuel Montagu which will become binding upon despatch by post to or, as the case may be, receipt by National Westminster Bank PLC, New Issues Department of your Application Form;
- (iv) warrant that your remittance will be honoured on first presentation;
- (v) agree that any Letter of Acceptance and any monies returnable to you may be retained by National Westminster Bank PLC, New Issues Department pending clearance of your remittance;
- (vi) agree that all applications, acceptances of applications and contracts resulting therefrom under the Offer for Sale shall be governed by and construed in accordance with English law;
- (vii) warrant that, if you sign the Application Form on behalf of somebody else, you have due authority to do so; and
- (viii) confirm that in making such application you are not relying on any information or representation in relation to Chrysalis plc other than those contained in the Listing Particulars and you accordingly agree that no person responsible solely or jointly for the Listing Particulars or any part thereof shall have any liability for any such other information or representations.

Acceptance of applications will be effected at the election of Samuel Montagu either by notification of the basis of allocation to the Stock Exchange or by the determination of the number of Chrysalis plc Shares for which application is accepted pursuant to the arrangements between Samuel Montagu and National Westminster Bank PLC, New Issues Department.

All documents and cheques sent by post will be at the risk of the person(s) entitled thereto.

No person receiving a copy of the Listing Particulars, or an Application Form, in any territory other than the United Kingdom may treat the same as constituting an invitation or offer to him, nor should he in any event use such Form unless, in the relevant territory, such an invitation or offer could lawfully be made to him or such Form could lawfully be used without contravention of any registration or other legal requirements. Any person outside the United Kingdom wishing to make an application hereunder must satisfy himself as to full observance of the laws of any relevant territory in connection therewith, including obtaining any requisite governmental or other consents, observing any other requisite formalities and paying any issue, transfer or other fees due in such territory.

Terms defined in the Listing Particulars bear the same meaning in the Application Form.

Copies of the Listing Particulars and the Application Form can be obtained between Thursday 11th July, and Tuesday 16th July, 1985 from:

Samuel Montagu & Co. Limited
114 Old Broad Street
London EC2P 2HY

Chrysalis Group plc
12/13 Stratford Place
London W1N 9AF

James Capel & Co.
Winchester House
100 Old Broad Street
London EC2N 1BQ

and National Westminster Bank PLC at the following addresses:

New Issues Department
2 Princes Street
London EC2P 2BQ

8 Park Row
Leeds LS1 1QS

14 Blythwood Square
Glasgow G2 4AQ

80 George Street
Edinburgh EH2 3DZ

Colmore Centre
103 Colmore Row
Birmingham B3 3NS

55 King Street
Manchester M60 2DB

Chrysalis

PROCEDURE FOR APPLICATION

- 1** Insert in Box 1 (in figures) the number of Chrysalis plc Shares for which you are applying. Applications must be for a minimum of 200 Chrysalis plc Shares or in one of the following multiples:
- for not more than 2,000 Chrysalis plc Shares, in a multiple of 200 Chrysalis plc Shares;
 - for more than 2,000 Chrysalis plc Shares, but not more than 10,000 Chrysalis plc Shares, in a multiple of 500 Chrysalis plc Shares;
 - for more than 10,000 Chrysalis plc Shares, but not more than 25,000 Chrysalis plc Shares, in a multiple of 1,000 Chrysalis plc Shares;
 - for more than 25,000 Chrysalis plc Shares, in a multiple of 5,000 Chrysalis plc Shares.

- 2** Insert in Box 2 (in figures) the amount of your cheque or banker's draft.
- The amount of your cheque or banker's draft should be the price of 200p per Chrysalis plc Share multiplied by the number of Chrysalis plc Shares inserted in Box 1.

- 3** Sign and date the Application Form in Box 3.
- The Application Form may be signed by someone else on your behalf (and/or on behalf of any joint applicant(s)) if duly authorised to do so, but the power(s) of attorney must be enclosed for inspection. A corporation should sign under the hand of a duly authorised official whose representative capacity must be stated.

- 4** Put your full name and address in BLOCK CAPITALS in Box 4.

Multiple or suspected multiple applications may be rejected in their entirety

BASIS OF ACCEPTANCE AND DEALING ARRANGEMENTS

The application list will open at 10.00 a.m. on Tuesday, 16th July, 1985 and will close as soon thereafter as Samuel Montagu may determine. The basis on which applications have been accepted will be announced as soon as possible after the application list closes. It is expected that Letters of Acceptance will be posted to successful applicants not later than Monday, 22nd July, 1985 and that dealings in the Chrysalis plc Shares will commence on Tuesday, 23rd July, 1985.

Arrangements have been made for registration of all the Chrysalis plc Shares now offered for sale, free of stamp duty and registration fees, in the names of purchasers or persons in whose favour Letters of Acceptance are duly renounced provided that, in cases of renunciation, Letters of Acceptance (duly completed in accordance with the instructions contained therein) are lodged for registration by 3.00 p.m. Friday, 30th August, 1985. Share certificates will be despatched on or before Friday, 27th September, 1985.

Up to a total of 430,000 Chrysalis plc Shares will in the first instance be made available at the Offer for Sale price to meet applications from shareholders and employees of and recording artists under contract to the new Chrysalis Group on the preferential application forms available to them.

APPLICATION FORM

Offer for Sale by Samuel Montagu & Co. Limited of 4,300,000 ordinary shares of 1.0p each in Chrysalis Group plc at a price of 200p per share, being payable in full on application

I/we offer to purchase from Samuel Montagu & Co. Limited

1

ordinary shares in Chrysalis Group plc (or such lesser number of shares in respect of which this application may be accepted) at 200p per share on the terms and subject to the conditions attaching to this application

£ 2

and I/we attach a cheque or banker's draft for the amount payable, namely

Dated Signature 1985 3

PLEASE USE BLOCK CAPITALS

Mr., Mrs., Miss or title Forename(s) Surname Address (in full) Postcode 4

Mr., Mrs., Miss or title Forename(s) Surname Address (in full) Postcode 4

Mr., Mrs., Miss or title Forename(s) Surname Address (in full) Postcode 4

Mr., Mrs., Miss or title Forename(s) Surname Address (in full) Postcode 4

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Mr., Mrs., Miss or title Forename(s) Surname Address (in full) Postcode 4

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THE TIMES Portfolio

From your Portfolio and check your right to the great investments. Add them up to see how you are doing. (This is the only daily dividend figure published in the paper.) If it exceeds 25 pence you are entitled to a share of the total fund after expenses. If you are a shareholder, follow the claim procedure on the back of your dividend.

You must always have your dividend claim form ready.

Company	1984 Dividend	1985 Dividend	1986 Dividend
British Petroleum	10.00	10.00	10.00
Shell	10.00	10.00	10.00
Esso	10.00	10.00	10.00
British Gas	10.00	10.00	10.00
British Telecom	10.00	10.00	10.00
British Airways	10.00	10.00	10.00
British Overseas Airways	10.00	10.00	10.00
British Airways	10.00	10.00	10.00
British Airways	10.00	10.00	10.00
British Airways	10.00	10.00	10.00

BRITISH FUNDS

SHORTS (Under Five Years)

Fund	1984 Dividend	1985 Dividend	1986 Dividend
British Petroleum	10.00	10.00	10.00
Shell	10.00	10.00	10.00
Esso	10.00	10.00	10.00
British Gas	10.00	10.00	10.00
British Telecom	10.00	10.00	10.00
British Airways	10.00	10.00	10.00
British Overseas Airways	10.00	10.00	10.00
British Airways	10.00	10.00	10.00
British Airways	10.00	10.00	10.00
British Airways	10.00	10.00	10.00

OVER FIFTEEN YEARS

UPDATED

Fund	1984 Dividend	1985 Dividend	1986 Dividend
British Petroleum	10.00	10.00	10.00
Shell	10.00	10.00	10.00
Esso	10.00	10.00	10.00
British Gas	10.00	10.00	10.00
British Telecom	10.00	10.00	10.00
British Airways	10.00	10.00	10.00
British Overseas Airways	10.00	10.00	10.00
British Airways	10.00	10.00	10.00
British Airways	10.00	10.00	10.00
British Airways	10.00	10.00	10.00

INDEX-TRACKED

UPDATED

Fund	1984 Dividend	1985 Dividend	1986 Dividend
British Petroleum	10.00	10.00	10.00
Shell	10.00	10.00	10.00
Esso	10.00	10.00	10.00
British Gas	10.00	10.00	10.00
British Telecom	10.00	10.00	10.00
British Airways	10.00	10.00	10.00
British Overseas Airways	10.00	10.00	10.00
British Airways	10.00	10.00	10.00
British Airways	10.00	10.00	10.00
British Airways	10.00	10.00	10.00

BANKS DISCOUNT HP

Bank	1984 Dividend	1985 Dividend	1986 Dividend
British Petroleum	10.00	10.00	10.00
Shell	10.00	10.00	10.00
Esso	10.00	10.00	10.00
British Gas	10.00	10.00	10.00
British Telecom	10.00	10.00	10.00
British Airways	10.00	10.00	10.00
British Overseas Airways	10.00	10.00	10.00
British Airways	10.00	10.00	10.00
British Airways	10.00	10.00	10.00
British Airways	10.00	10.00	10.00

STOCK EXCHANGE PRICES

Downward trend continues

ACCOUNT DAYS: Dealings Began July 1. Dealings End, July 12. Contango Day, July 15. Settlement Day, July 22.
Forward bargains are permitted on two previous days.

THE TIMES

Portfolio

DAILY DIVIDEND

£4.000

Claims required for
+25 points
Claimants should ring 0254-53272

1985	High	Low	Company	Price	Change	%	P/E
1985	High	Low	Company	Price	Change	%	P/E
1985	High	Low	Company	Price	Change	%	P/E
1985	High	Low	Company	Price	Change	%	P/E
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1985	High	Low	Company	Price	Change	%	P/E
1985	High	Low	Company	Price	Change	%	P/E
1985	High	Low	Company				

to move alongside Graham...

to move alongside Graham... of Australia, and Rick...

to move alongside Graham... of Australia, and Rick...

to move alongside Graham... of Australia, and Rick...

to move alongside Graham... of Australia, and Rick...

to move alongside Graham... of Australia, and Rick...

to move alongside Graham... of Australia, and Rick...

to move alongside Graham... of Australia, and Rick...

to move alongside Graham... of Australia, and Rick...

to move alongside Graham... of Australia, and Rick...

Never So Bold should join select band with July Cup win

By Michael Phillips

Never So Bold, who was... in the July Cup 12 months...

Never So Bold, who was... in the July Cup 12 months...

Never So Bold, who was... in the July Cup 12 months...

Never So Bold, who was... in the July Cup 12 months...

Never So Bold, who was... in the July Cup 12 months...

Never So Bold, who was... in the July Cup 12 months...

Never So Bold, who was... in the July Cup 12 months...

Brave Al Bahathri holds whip hand

By Michael Seely

The Maknoon family's success... continued on the...

The Maknoon family's success... continued on the...

The Maknoon family's success... continued on the...

The Maknoon family's success... continued on the...

The Maknoon family's success... continued on the...

The Maknoon family's success... continued on the...

The Maknoon family's success... continued on the...

The Maknoon family's success... continued on the...

New site is found for top event next year

By Jenny MacArthur

The Greenmore Park horse trials... will be held on August 4 and 5...

The Greenmore Park horse trials... will be held on August 4 and 5...

The Greenmore Park horse trials... will be held on August 4 and 5...

The Greenmore Park horse trials... will be held on August 4 and 5...

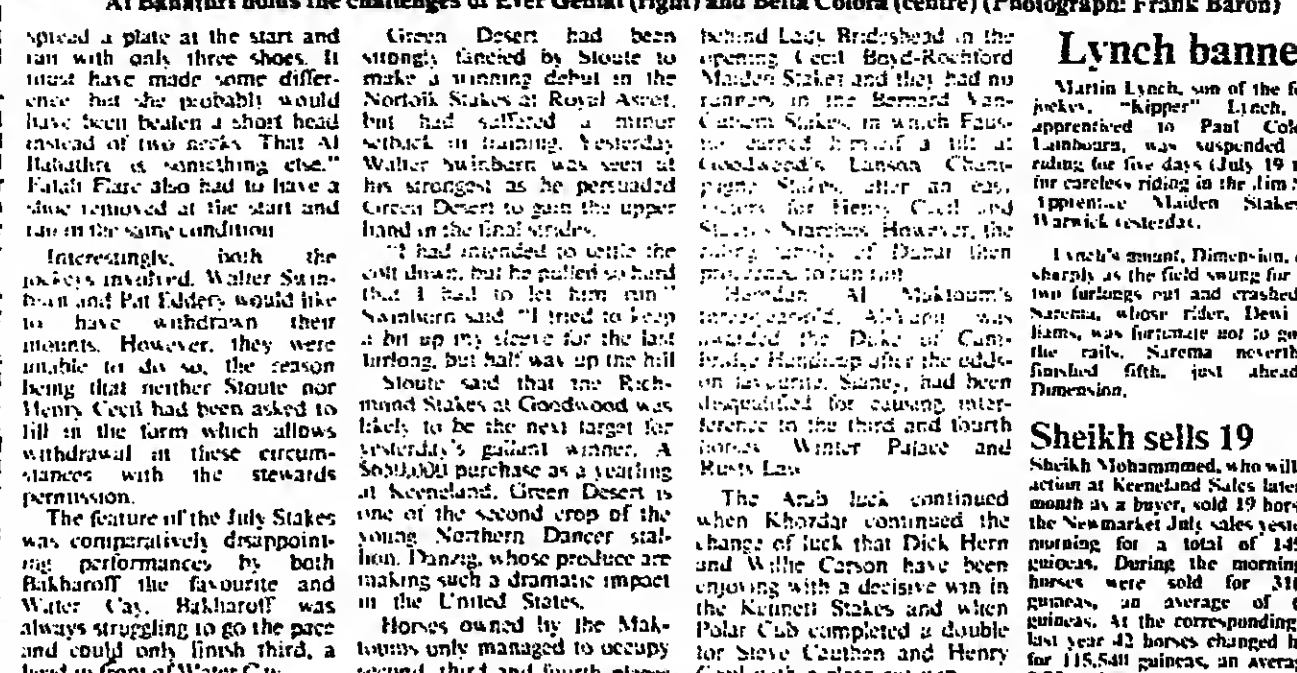
The Greenmore Park horse trials... will be held on August 4 and 5...

The Greenmore Park horse trials... will be held on August 4 and 5...

The Greenmore Park horse trials... will be held on August 4 and 5...

The Greenmore Park horse trials... will be held on August 4 and 5...

Al Bahathri holds the challenges of Ever Genial (right) and Bella Colera (centre) (Photograph: Frank Baron)



Al Bahathri holds the challenges of Ever Genial (right) and Bella Colera (centre) (Photograph: Frank Baron)

Lynch banned

By Jenny MacArthur

Martin Lynch, son of the former... was suspended from...

Martin Lynch, son of the former... was suspended from...

Martin Lynch, son of the former... was suspended from...

Martin Lynch, son of the former... was suspended from...

Martin Lynch, son of the former... was suspended from...

Martin Lynch, son of the former... was suspended from...

Martin Lynch, son of the former... was suspended from...

cock keeps England on course

England took a positive step... in the Davis Cup...

England took a positive step... in the Davis Cup...

England took a positive step... in the Davis Cup...

England took a positive step... in the Davis Cup...

Newmarket selections

- By Michael Phillips
- NEVER SO BOLD (nap) 3-4 Red Red Rose 4-10 Pontevicchio
- RED DAY MEMORIAL TROPHY HANDICAP (24.455.2m 24yd) (8)

NEWMARKET

- Televised: 2.35, 3.10, 3.40, 4.10
- advantage: none
- LEESMORE SELLING STAKES (2-y-o £2,679.70) (14 runners)

CATERICK BRIDGE

- Going: firm
- Draw advantage 51-71 low numbers best
- 2.15 SILVER BIRCH SELLING STAKES (2-y-o £1,077.50) (18 runners)

Catterick selections

- By Michael Phillips
- 2.15 MURRAY CANNON 2-45 Bolton Palace 3-20 Bally...

Results from yesterday's two meetings

- TOTE Wm 22.20 Place £1.10, £2.70 £1.40
- 3.40 ANDREA TROPHY HANDICAP (2-y-o £2,679.70) (14 runners)

Warwick

- Going: firm
- 2.15 MURRAY CANNON 2-45 Bolton Palace 3-20 Bally...

Course specialists

- TRAINING: W. G. 22.20 Place £1.10, £2.70 £1.40
- 2.15 MURRAY CANNON 2-45 Bolton Palace 3-20 Bally...

Ascot acceptors

- TRAINING: W. G. 22.20 Place £1.10, £2.70 £1.40
- 2.15 MURRAY CANNON 2-45 Bolton Palace 3-20 Bally...

Whitakers lead way

By Jenny MacArthur

Whitakers, who have been... in the Midlands...

Whitakers, who have been... in the Midlands...

Whitakers, who have been... in the Midlands...

Whitakers, who have been... in the Midlands...

Whitakers, who have been... in the Midlands...

Whitakers, who have been... in the Midlands...

Whitakers, who have been... in the Midlands...

IN BRIEF

A total of £26,000 has been... to charities...

Temps! Why don't you get holiday pay from the very first day? Ask Alfred Marks.

ALFRED MARKS

Live Aid famine relief hopes falling short of expectations

By David Hewson, Arts Correspondent

With only two days left before the Live Aid concert to raise money for famine relief for Africa, the chances seem increasingly slim of the event turning into the "global juke-box" promised by its organizers.

China confirmed yesterday that it would not take any of the 16 hours of rock music from Wembley, London and Philadelphia, United States. A spokesman for the Chinese television service would give no reason for the decision. There are also no firm agreements for it to be shown in some parts of Africa, Asia and South America.

The event has also been dogged by contractual problems which have ruled out the possibility of it being recorded for sale as an album or video cassette.

Yesterday an agency in Los Angeles announced that it was to start a court claim for \$10 million (£7.25m) from ABC, the American TV network, and the concert's US organizers, for breach of contract, claiming that it had exclusive rights over nine of the artists involved, including Tina Turner and Elton John.

The BBC, which is organizing the coverage of the Wembley concert, claimed yesterday that it expected to reach an international audience of more than 1.5 billion through radio and television.

But the corporation did not give a break down of where the audience was due to come from, and the estimate was thought within television circles to be grossly exaggerated.

Mr Simon Patch, operations manager of the Brightstar satellite consortium handling much of the distribution of the two concerts and offering the services of its staff free, said that he knew that programme would be received in America, Europe, Japan, Australia, New Zealand, Hong Kong, and Trinidad and Tobago.

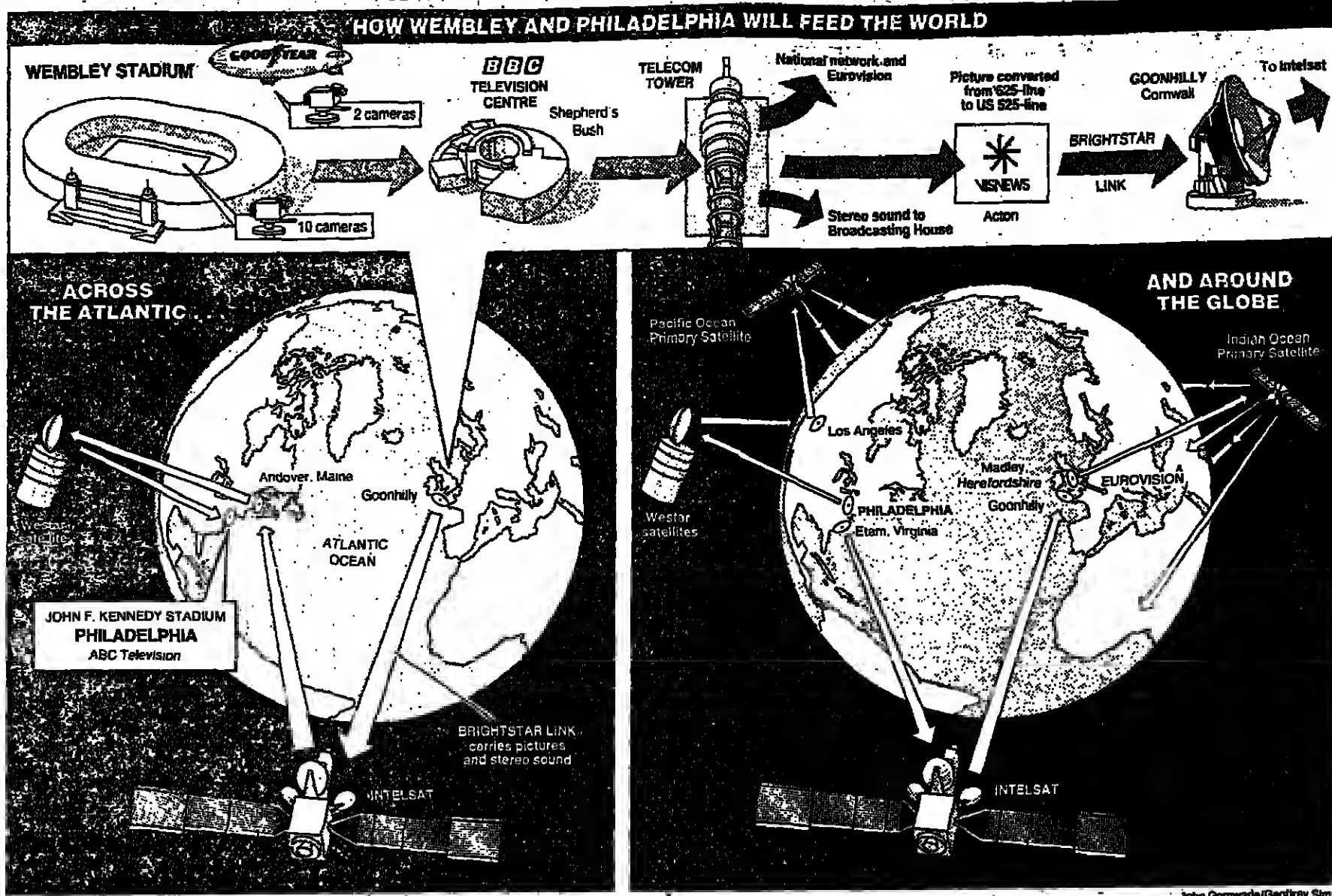
"We will transmit it as we promised, but it is just that I cannot honestly say it is going to 1.5 billion people. I have asked who it is going to but I haven't heard. I must admit I'm very vague about what's going on."

The signals from both concerts will be routed to international television satellites and offered to countries throughout the world. Developing nations can receive them for free, but richer countries had to organize a telethon to raise funds for the appeal.

The programme can only be received if countries agree to pay for an "uplift" signal to the satellite at a cost of £24,000 for the whole 16 hours.

The failure of Live Aid to penetrate the poorer countries is unlikely to affect adversely the amount of money it makes, however. Ticket sales in London and Philadelphia have already raised around £2 million in London and \$5 million in Philadelphia.

Mr Michael Mitchell, executive pro-



ducer of the concert, predicted yesterday that the event would raise between \$25 million (£18.16m) and \$50 million (£36.23m).

During the event appeals will be made by Bishop Desmond Tutu, the Anglican bishop of Johannesburg and Nobel prize-winner, Mr Jimmy Carter, the former US president, and Mr Rajiv Gandhi, the Indian prime minister.

Among the artists involved are Phil Collins, who will fly from London to the US by Concorde to take part in both concerts, Bob Dylan, Mick Jagger, Paul McCartney, The Who, Duran Duran, David Bowie, Eric Clapton, Joan Baez, and the Beach Boys.

BBC2 will broadcast the event from 12 noon on Saturday until 10 pm, when coverage switches to BBC1 and runs until 4 pm the next day.

Is there discord among the pop singers trying to feed Africa? Spectrum tomorrow.

Boomtown Rat as public benefactor



Bob Geldof: final transition

On Saturday Bob Geldof, who made his name with the rock band Boomtown Rats during the formative days of the punk era, makes his final transition to public benefactor.

Live Aid is the televised concert version of the Band Aid charity record organized by Mr Geldof for famine relief in Africa.

In the chaotic offices in Britain and America where the complex Live Aid event is being organized, no one has any idea exactly how much money the concert will realize. Each country which has the ability to receive the Live Aid satellite feed must organize its own

to head for the Live Aid offices in London or Los Angeles. Contractual difficulties mean that there will be no official live albums or videos to swell the fund's coffers. But there is no doubt that Mr Geldof's skills in putting on the two concerts will result in cash payments to the famine relief appeal that will shame some governments.

Mr Geldof, aged 33, has according to those who have watched his formation of the relief appeal effort, acted with commendable shrewdness throughout. The business, in particular, is highly suspicious of charitable benefits principally as a result of past ventures that have gone wrong.

Band Aid, which brought together a number of well-known British stars for the Christmas record *Do They Know It's Christmas?* raised £8m.

His band, The Boomtown Rats, have had little success in the charts recently. But those who have been offended by Mr Geldof's blunt manner do not accuse him of using the charity for his own personal publicity, although the Boomtown Rats will be on stage at Wembley on Saturday.

Mr Geldof is married to the television presenter Paula Yates, and the couple live with their daughter Trixie Bell in a former priory in Kent.

Bombers' television message of death

Continued from page 1

camera. "I hope my mission will be successful... so this will be a lesson to every enemy and traitor."

Her attractive features were then displaced by the rather fey, naive face of Khaled Azrak, his thin moustache giving him a kind of tired, doomed look.

Mr Azrak was also already dead - he had killed himself and 15 other people only a quarter of an hour before Miss Harb blew herself to pieces - and his message was a more mournful one. "I believe Israel's hand in this country should be chopped off," he announced in a thin voice.

He was, according to his own lights, more successful than Miss Harb. Near the town of Hasbaya he killed two militiamen and 13 other people, most of them thought to be civilians. Her bomb killed no-one but herself - she wounded two Israelis, two militiamen and a 13-year-old boy.

Down the road at Ras Al-Bayada yesterday morning, a clutch of Israeli plain-clothes Shin Bet intelligence agents with Uzi machine-guns slung over their backs were walking across the scarred road where the former psychologist-student at the Lebanese University immolated herself. Some frightened "SLA" men sat above them on an earth embankment, pointing their rifles even at one of the UN's innocent two-man observation patrols.

The bombers both appeared to have secular motives - Mr Azrak was a Syrian-born Sunni and Miss Harb a Druse - but the Shia Muslims of southern Lebanon have themselves not yet finished with the Israelis.

For just two days ago, 14 miles away in the little village of Maarakah, a senior UN officer observed a small ceremony taking place outside the local mosque, 20 young people - women as well as men - dressed in white robes with white head-bands, being blessed by a sheikh. As the same officer put it yesterday: "There are 20 more bombs waiting to go off."

Today's events

Royal Engagements

The Duke of Edinburgh, Chancellor, presides at the Salford University Degree Congregations, 10.15. In the afternoon he visits the Greater Manchester Museum of Science and Industry, Liverpool Road, Manchester, 2.35; then he visits the Air and Space Museum, Liverpool Road, 3.50; he then visits Broughton House, Home for the Unemployed, Liverpool, 4.45. In the evening he attends a reception given by Prince Philip Appeal for Commonwealth Veterans at County Hall, Manchester, 5.55.

The Prince of Wales visits Stockwood Park, Luton, 10; then he visits Vauxhall Motors, Kington Road, 11.30; then he opens a new terminal building at Luton Airport, 12.20.

The Prince and Princess of Wales

attend The Times Gala Evening at Hampton Court Palace, 7.45. The Duke and Duchess of Kent visit Ferrari Electronics, Manchester, 11.30; later they attend The Times Bicentenary Gala at Hampton Court, 7.40.

Princess Alice, Duchess of Gloucester, attends the afternoon performance of the Royal Tourneament at Epsom Court Stadium, 2.15.

New London exhibitions
Work by Patrick Heron and Rodin painting in Newlyn, Cornwall during late Victorian and Edwardian periods: Barbican Art Gallery, The Barbican Centre, EC2; Tues to Sat 10 to 7, Sun 12 to 6; closed Mon (ends Sept 11).

Last chance to see

Victorian Soldier: Museum and Art Gallery, Le Mans Crescent, Bolton; 9.30 to 5.30 (ends today).

Closing in London

House & Garden and IDDA Deaux Young Designer Scheme 1985: Royal Institute of British Architects, 66 Portland Place, W1; 10 to 5 (ends today).

From Berlin to Lincoln with Love: works in paint by Charlotte Randall, Nicholas Wormald, Josephine Whitfield; St Mary Le Bow Church, Chislehurst, EC2; Mon to Sun 10 to 6 (ends today).

Talks, lectures
Rudolf Steiner education for normal children, by Richard Moore and Debra Jones, Central Library, Angel Row, Nottingham, 8. Portrait within the social context, by Roger Birch, Impressions Gallery, York, 7.

Music

Recital by Philip Dyson, St Leonard's Church, Hythe, Kent, 7.30.

Harp recital by Vanessa McKendry, St Nicholas Church, Hursley, Berkshire, 8.

Concert by the Landini Consort, Lord Leicester Hospital, Warwick, 8.

Concert by the London Festival Players, St Mary's Church, Burton Bradstock, Dorset, 7.30.

Concert by the King Stanley Band and Stanley Singers, Priory Church of St Swithun, Leonard Staleys, Gloucestershire, 7.30.

Concert by Monica Huggett (violin), Lisa Bernasik (flute), Sarah Cunningham (viola da gamba), Linda Nicholson (organ); Holywell Music Room, Oxford, 8.

General

Royal Tournament, Epsom Court Exhibition Hall, performances Tues to Sat 2.30 and 7.30, Mon 7.30, closed Sun (until 27 July).

Dogs in cars

The RSPCA has launched a £30,000 campaign to warn dog-owners of the dangers of leaving their animals in parked cars. Advertisements are being placed in newspapers, bright yellow stickers are being put on parking meters in scores of towns and cities throughout the country and posters will be going up in car parks.

The RSPCA is warning that if dogs suffer as a result of being left in cars, owners could be prosecuted. Recent tests revealed that in partial shade to an air temperature of 70° Fahrenheit took only 18 minutes to reach 140° Fahrenheit. Some breeds of dog could die of circulatory collapse after only a few minutes to such temperatures.

Parliament today

Commons (2.30): Debates on estimates of housing up environmental matters and estimates of the mentally ill and handicapped. Lords (4.30): Education (C. 100) Punishment Bill, third reading. Sporting Events (Control of Alcohol etc) Bill, second reading.

Anniversaries

Births: Robert the Bruce, king of Scotland, 1306-29. 1754: John Quincy Adams as president of the United States 1825-29. Quincy, Massachusetts, 1792. Deaths: William Ernest Hooley, poet and critic, Woking, Surrey, 1915. Gertrude Bell, traveller, Baghdad, 1926. Alfred Dreyfus, Paris, 1938. George Gervin, Hollywood, 1927. Sir Arthur Evans, archaeologist, Yorkham, Oxfordshire, 1941.

New books - paperback

The Literary Editor's selection of interesting books published this week:

FICTION
Learning to Swim and Other Stories, by Graham Swift (Picador, £2.50)
The Key, by Jurijko Tazicki, translated by Howard Vabert (Flamingo, £2.50)
The Murders, by Alexander Pappadimitriou, translated by Peter Levi (Writers and Readers, £3.95)
The Merry Men, by Eric Linklater (Richard Dawkins, £3.95)
The Skating Party, by Marina Warner (Methuen, £3.50)
Tiramisu Blues, by Janet Marlowe and Mari Joan de Gatta, translated by David H. Rosenthal (Picador, £3.95)

NON-FICTION
A Very Private Eye, by Barbara Pym (Granada, £2.95)
Celtic Dawn, Portrait of the Irish Literary Renaissance, by Ulick O'Connor (Black Swan, £4.95)
English Journey, The Road to Milton Keynes, by Beryl Bainbridge (Flamingo, £2.50)
The Roman Cookery of Apicius, translated and adapted for the modern kitchen by John Edwards (Hutchinson, £5.95)

Roads

Midlands: M6: Southbound carriageway closed between junctions 3 (A144, Coventry) and 4 (M42, Birmingham) East: two-way traffic on northbound carriageway. Northbound: Corley services reopened. Southbound services now closed. M58: Connaught system on westbound carriageway between junction 2 (A147, Ledsbury) and 1 (A138, Tewkesbury). Hereford and Worcester: M5: Roadworks continued between exit 4 (Bromsgrove) to near junction 8 (M50) turn off. Hereford and Worcester.

Wales and West: M5: Contraflow between junctions 13 and 14 (Chelmsford to Stroud) no northbound exit from junction 13; diversions signed at junctions 12 and 14. M5: Only two lanes available in both directions between junctions 13 and 14, Stroud and Thornbury. A370: Two sets of temporary lights at Hewish between Weston Super Mare and Congresbury. A570: Resurfacing between Bullh Wells to Llyswen, Mid-Glamorgan.

North: M6: Contraflow between junctions 41 (B5305) and 42 (A17, 7.4) to Carlisle. Cumbria: M55: Lane closures between junctions 2 and 4 (Kirkham and Blackpool) Lancashire; delays in Eccles interchange. Greater Manchester: M6: Barmen bridge; no access from M63 northbound to M62 westbound.

Scotland: A95: Construction traffic W of Grangachrome. Moray: plus single line traffic with lights at two locations. A9: Junction lights S of B934 junction, N of Abernethy, Perthshire. A935: 24 hrs alternative routes in Blairgowrie.

Information from A.A.

The papers

The Daily Star says that the fullest justification for its recent campaign against the "criminal madness of the Common Market's agricultural policies" was produced yesterday in Luxembourg, where the European Commission came out with its new strategy for farming. The paper says the commission has promised more over-production - "more mountains and lakes for many years to come".

The paper endorses proposals by the socialist group of MEPs to cut subsidies and plough the money back to the development of rural industries to provide jobs for redundant farm workers, and says: "The policies must change before either Europe drowns in a sea of wine and olive oil, or is crushed under the tonnage of beef and butter."

M1 repairs

Repair work on the M1 near junction 8 (Hemel Hempstead) has been completed five days early. Although there is still more work to be done, the speedily work means all six lanes will be "available" from 6am today, but they will not all be in use for drivers.

Junction 8 of the M1, which incorporates a group of 16% to cut subsidies and plough the money back to the development of rural industries to provide jobs for redundant farm workers, and says: "The policies must change before either Europe drowns in a sea of wine and olive oil, or is crushed under the tonnage of beef and butter."

Portfolio

Portfolio - how to play

Monday-Saturday record your daily Portfolio

Act these together to determine your weekly Portfolio

If your total matches the published weekly dividend figure you have won outright or a share of the prize money stand for first week, and must claim your prize at instructed below.

How to claim

Telephone The Times Portfolio claims line 0254-33272 between 10.00 am and 3.30 pm, on the day of the draw and the money will be available from 6am today and the M1 will be lifted.

Off-peak and night-time closures would continue for a while to enable the contract to be completed.

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GENERAL APPOINTMENTS

July 11, 1985

Much has been said and written about Britain's training needs for the future. Indeed it is fair to say now that most of us are aware of the "skills gap" and are trying to do something about it. Yet the real training needs have not been faced, and until they are British industry will increasingly be at a competitive disadvantage. John Butcher's committee last year highlighted the potential shortfall in programmers and systems analysts that we shall all have to cope with during the next five years, but what we at Rank Xerox are equally concerned about is the management skills gap.

We are in the information technology business - a business which involves the creation, storage, flow and output of information, not dissimilar to the crucial tasks of a manager. This technology when used effectively can enormously aid management decision-making and can often give a company within a particular market the opportunity to take the lead on its competitors and even in some cases to lock the competition out.

Information technology that improves performance. Any study on information technology shows many examples of effective usage, but also shows some organizations which not only had not benefited from computerization but had actually ended up less efficient as a result.

What is becoming increasingly obvious then is the need for management training, right up to the highest levels, in the strategic applications of information technology. Without this comparatively small investment, larger investments in the systems themselves will simply founder and frustrate.

Of course, the biggest problem that the information technology revolution poses are that working practices and job responsibilities are changing fast. In order to capitalize on the potential advantages that information technology offers, many organizations will need to re-evaluate their structures and the way in which information flows through their companies.

So how can an organization protect itself from the pitfalls of information technology? Last September we organized a seminar on this subject. Its conclusions were to many of us both radical and demanding.

Management training to the highest levels, in applying information technology is now vital in Britain,

says Derek Hornby

First and foremost, computing must enter the boardroom and it must enter not as the property of the accounts or data-processing departments. It should be common property across all functions.

Secondly, there must be an essential orientation for all managers so that they are all speaking the same language and are all able to use the same system as part of their working lives.

One of the conclusions we have reached is a need for a "new order" in organizations masterminded perhaps by the appointment of a director of information technology who is a business strategist by training and not a technocrat. Once



the strategic goals are agreed upon at board level, the process of introducing the computing facilities with the necessary education and training can begin.

Successful exponents of this approach often set up an advisory service manned by seconded managers who are already fully competent in the systems employed and who can help departments through their teething problems. They can also fuse together the various issues that the new systems uncover and often find management duplication of tasks and crucial bottlenecks in the flow of the company's information, giving the service a useful added value.

Interestingly, some companies have also seen this stage as an opportunity to bring in management consultants. There is no better time to examine your structures for making decisions than when your organization is going back to basics.

Another advantage to this approach is the breaking down of cultural barriers that often exist between the technocrats and the strategists - a crucial component to information technology-led success. By way of an example, Rank Xerox is training all its employees from the most junior to the managing director in the demands and application of information technology. The cost of this programme in Europe alone will be about £250 million.

At this stage, then, the task is one of changing attitudes and working practices. As a nation whose industries are still dominated by male managers resistant to keyboard skills, it is no easy task, but among middle aged junior management that is the highest cultural obstacle to overcome. Much progress is being made to break down these barriers in schools, universities and information technology centres all over the country. We shall reap those benefits in the years to come. In the meantime the challenge is to win

over those who currently manage our technology.

The application of information technology is a necessary skill for all managers. Our competitors across the seas are well aware of this and are making great strides in introducing it at all levels. It is up to us to make sure that we do not miss out. The implications of doing so are too serious to ignore.

One of the lessons we have learned from our training programmes is the enormous potential for people. Our training activity in such fields as high level programming languages has taught us that those without formal educational qualifications can become highly skilled in vocational areas. Indeed we have found that those with academic qualifications sometimes take longer to acquire new skills when they have to unlearn.

One can become a prisoner of one's past training, which is why every effort must be made to equip employees to become flexible and adaptable.

Training for very many companies has often been a peripheral activity to which lip-service is paid but which does not figure very largely in the working life of a senior

manager. Today it is as vital a component of our industrial future as research and development.

Immediately after the war nearly fifty per cent of Britain's workforce was employed in manufacturing. Today, the figure is less than thirty per cent and, by the end of this decade, it could be no more than twenty per cent. The service industries such as restaurants or dry-cleaning will account for another thirty per cent, which leaves the other half of the working population needing precise skills and knowledge in order to find employment.

This will require the combined efforts of schools, universities and industry to determine the skills and training required. It entails industry becoming involved with local schools and technical colleges at an early stage, perhaps donating equipment where possible and reducing the gap between leaving school and starting work. It means industry becoming more active in university life, seconding highly skilled managers for sabbaticals and making funds available for research fellowships.

There is no reason why we cannot come to grips with these problems and turn them into outstanding opportunities.

The author is chairman of Rank Xerox (UK)

Advertising 01-278 9161/5 Enquiries

Irish Helicopters Limited WISH TO RECRUIT AN OPERATIONS MANAGER

The Company:

I.H.L. is a subsidiary of Aer Lingus and provides a range of Helicopter Services including offshore support, light-helicopter relief, aerial inspection/photography and general charter. The aircraft fleet currently comprises of Sikorsky S61N's, Bell 212's, Bolkow 105B and Bell 206.

The Position:

The Operations Manager who reports to the General Manager, controls the functioning of the Operations Department at all Company Bases so that Flight Operations are conducted with maximum safety and cost effectiveness. Specific responsibilities include:

- ensuring that all operations comply with the company's operations manual and statutory instruments
- liaison with government departments regarding standards and safety matters
- continuous assessment of operational capabilities and evaluation of equipment
- regular contact with customers on operational aspects
- provision of relevant departmental data highlighting operational standards and performance

Applicants:

Ideally applicants for this position should:

- be over 35 years of age
- hold current ATPL(H) with IR
- have extensive experience in all aspects of helicopter operations
- possess good communication skills and the ability to deal with people at all levels
- be capable of contributing on company wide issues with particular emphasis on the continuous development of the business.

The Rewards:

Salary will be dependant upon experience and not less than IRE25,000 p.a. benefits include company car, contributory pension scheme, health insurance, etc. Those interested in this position should forward in strict confidence, details of their career and experience to date, to arrive not later than 19th July 1985 and marked for the attention of

Resources Manager, Irish Helicopters Limited
Westpoint Hangar, Dublin Airport
Co Dublin, Ireland

PERSONNEL MANAGER c. £15K + Car

IHG is a successful, British-based health care company. The continued expansion of our business has opened the way for the appointment of a dynamic, forward-thinking young Personnel Manager.

Based at our Berkshire headquarters, housed in a superb 19th century mansion, this key appointment involves the provision of a comprehensive personnel service to IHG management and staff worldwide.

In addition to establishing and implementing policy, the recruitment of large numbers of health care specialists and staff to fulfil overseas contracts will be your responsibility.

It is a demanding role calling for a Personnel Professional with a flexible approach and whose substantial experience includes at least two years in a senior line management position. Experience of working overseas would also be particularly helpful.

The appointment carries a highly attractive remuneration package which includes company pension scheme and free BUPA membership.

If you are in your early to mid 30s, with the imagination and self-motivation to make your mark in a growing company please send full career details to: Mrs. E. Phillips, International Hospitals Group, Stoke House, Stoke Green, Stoke Poges, Berkshire SL2 4HS.



MANAGING DIRECTOR SAUDI ARABIA

ARABIAN CATERING AND MAINTENANCE SERVICES (ARCA), a life-support services Company operating in Saudi Arabia, requires a MANAGING DIRECTOR.

The Company is presently engaged in the provision of catering and other support services to around 10,000 multinationals in diverse locations in the Kingdom. It is also involved in operations and maintenance and other related services.

Reporting to the Board, at Managing Director shall operate and manage the Company to achieve profit. He shall have the following qualifications:

A Bachelors Degree, in Business/Sciences or Engineering. (A Masters Degree in Business or Finance is preferable).

Ten years management experience, the last five of which should have been as a Senior Executive in Multinational or Saudi Companies. Experience in the preparation of bid proposals and decision-making (in the service industry) is a major consideration.

Ability to lead, and work with, a multinational staff.

Married status.

Salary £40,000 plus profit share, generous benefits.

Send detailed C.V. and photograph to:

**LINDA JONES,
ARCA**

69 KILRAVOCK STREET, LONDON, W10, U.K.
01-968 8543

FINANCIAL CONSULTANCY

IS A GROWTH AREA OF THE MOMENT
AND OF THE FUTURE - DON'T MISS OUT!

FPS (Management) Ltd. is a leading firm of financial consultants and because of phenomenal expansion in 1984 is looking for two outstanding individuals to complement its London-based team of professionals.

The right individuals (aged 23+ and based in London) will be intelligent and energetic, highly motivated, hard-working and able to absorb new ideas quickly. Full training will be provided.

Remuneration expected to be in excess of £15,000 first year. This is a superb opportunity to develop your own business and career path in a growing company and in an exciting industry.

For further details speak to
Keith Burton 240 5055



ADMINISTRATION MANAGER

Large West End firm of Solicitors require an experienced Manager to head their Administrative Operations. Reporting to the Partnership Accountant and Administrative Committee, he/she will be responsible for:

All personnel functions for the support staff, control through departmental supervisors of Reception/POX, post room, archives, library, word processing and ancillary services; supervision and programming of all building services and maintenance, with an in-house caretaker and contractor.

Familiarity with the latest office equipment is essential. The position requires a person who is self-motivated, with strong organisational skills, and has the ability to get on well with people at all levels. Previous experience in a professional firm would be advantageous.

Benefits include pension scheme, S and A, permanent health insurance and life cover. Salary is negotiable, but would not be less than £13,000 p.a. for the right candidate who is likely to be over 35 years of age.

Please send C.V. in first instance to: Box 2321 L The Times.

Administration Director

London

c. £35,000 + benefits

Our client, a thriving and expanding legal practice, wishes to recruit an outstanding and enthusiastic "professional" for this new and challenging appointment, which has arisen through present and future practice development.

Reporting to the Equity Partners, through Managing Partners in the first instance, the successful applicant will assume total responsibility for the administrative functions for the firm including office administration and information systems, financial accounting, statistics, personnel, economics and procedure of meetings, management etc.

Candidates, aged 35 to 50, in possession of a related major qualification, must have gained a breadth of high level administrative expertise, not necessarily including partnership work, but in an expanding commercial company or institutional environments where office automation is considered an important aspect of future development.

The importance of this appointment is reflected by a competitive salary, whilst other benefits include non-contributory pension scheme arrangement, 5 weeks holidays per annum and a non-contributory private health scheme.

Candidates can make application by quoting MCS/7167 and requesting a personal history form from Michael R. Andrews, Executive Selection Division, Price Waterhouse, Southwark Towers, 32 London Bridge Street, London SE1 9SY.



UNIX SALES EXECUTIVES

Here is a unique opportunity to sell solutions on the famous UNIX based AT & T multi-user systems, marketed by our client from superb offices in South London. With an excellent range of easily tailored integrated applications, you should have no difficulties earning \$30K in your first year on very realistic quotas. Full training on UNIX will be given to the right career minded candidates.

DEALER SALES MANAGER

Our client is a major Systems House in the City marketing their own exciting new product CEEMORE. CEEMORE is a new powerful message handling application for UNIX based systems, able to communicate with TELEX networks worldwide as well as EASYLINK, BT GOLD etc and will work on micros and mainframes alike. This is sure to be the software product of the 80's so ambitious people should apply now.

SALES MANAGERS/EXECUTIVES

Why not work for this rapidly expanding substantially financed British micro dealer (8 branches to date). Managerial staff control up to 6 personnel and will earn around \$30K including a high basic salary. You need 2 years or more IBM PC or similar successful selling experience for positions in LONDON, HAMPSHIRE, BIRMINGHAM and MANCHESTER. A true career move for the highly motivated candidate. Car provided.

Over 150 more sales opportunities are available from Michael Popper on 01-959 1198/3611 daytime or 958 3131 after office hours and weekends.

The Sales Recruitment Specialists
UNIVERSAL COMPUTER ASSOCIATES LTD
Trafalgar House, Grenville Place, London NW7 2SA

FIELD SALES MANAGER

Cambridge

c£15,000+Car

In just six years, our client DOMINO PRINTING SCIENCES plc have achieved remarkable success in becoming the No. 1 European Manufacturer of Micro-Processor based high speed Ink Jet Printing systems. This success has culminated in an outstanding recent Stock Exchange Listing. To ensure further company growth they have created a new position of UK Field Sales Manager within their Domino Amjet Division.

You will operate primarily "in the field", leading, training and developing a team of Sales Engineers and being individually responsible for key Accounts.

It is essential that you have relevant Field Sales Management experience gained in a technical environment, combined with strong leadership abilities. A formal Engineering qualification is desirable and direct experience of the packaging industry would be an advantage.

An excellent salary and comprehensive benefits package is offered together with relocation assistance where relevant.

Please apply with a full c.v. to David J. Wickes, Regional Director, quoting ref 351/27.

Professional Personnel Consultants Limited
Godwin House, George Street, Huntingdon, Cambs.
Telephone Huntingdon (0480) 411111
"an equal opportunity vacancy"



THE LIBRARY ASSOCIATION (The professional body of librarians: 24,000 members)

HEAD OF DIVISION OF FINANCE and administration

CENTRAL LONDON

£15,000 to £19,000, index linked pension

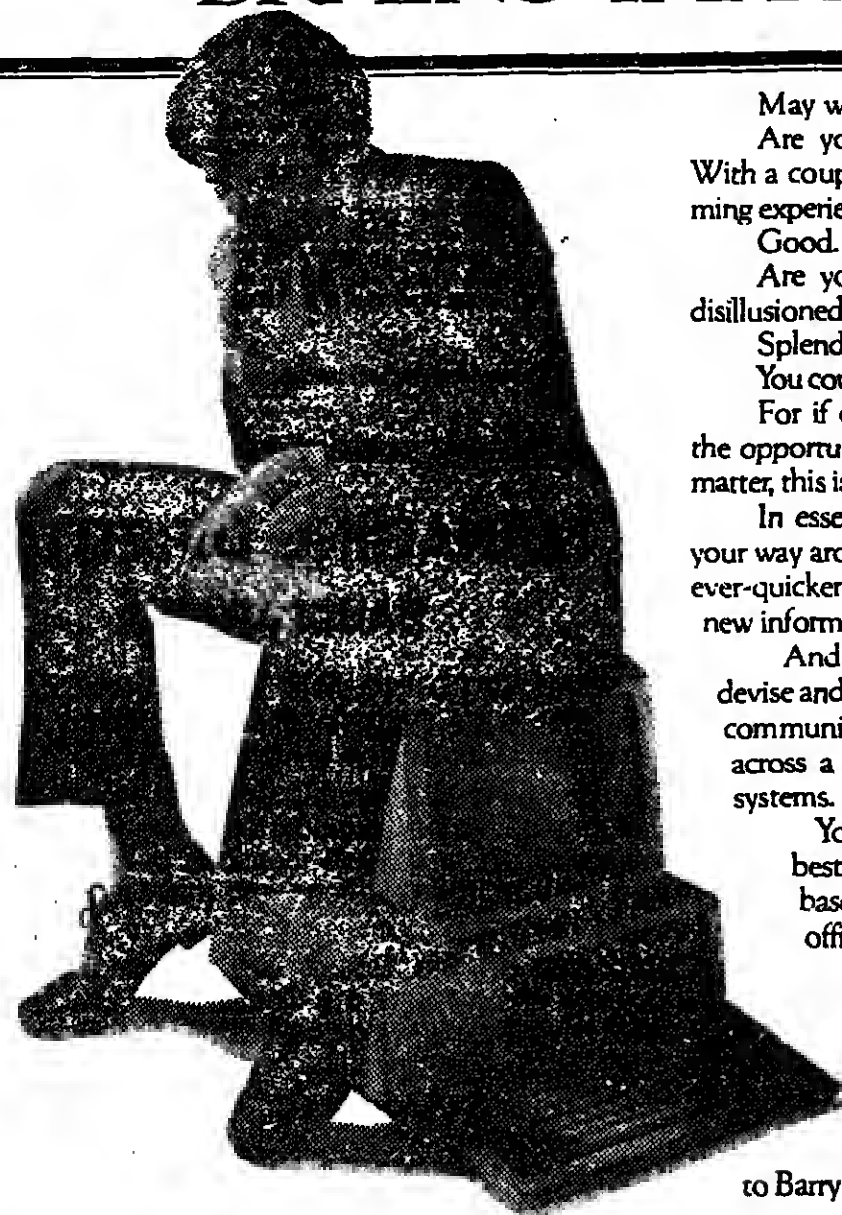
The person appointed will be a qualified accountant of some years' experience, aged up to mid-fifties. Familiarity with computerized accounting essential. He/she will be responsible for the accounting functions of the Association and its two wholly owned publishing companies and will have a strong overall management role. Subordinate staff of 18 in departments of accounts, membership records and administration.

Further information and application forms (to be returned by 8 August) from Administration Officer, 7 Ridgmount Street, London WC1E 7AE. Phone 01-636 7543.

هكذا من الأصل

GENERAL APPOINTMENTS Trade 01-278 9161/5

LEADING INTERNATIONAL ACCOUNTANTS SEEK DP PROFESSIONALS ANXIOUS TO HAVE THEIR BRAINS TAXED.



May we begin with some questions? Are you in your 20's? A graduate? With a couple of years COBOL programming experience?

Good. Are you also bored, frustrated and disillusioned? Splendid. You could be just the person we require. For if ever a job gave a programmer the opportunity to exercise his or her grey matter, this is it.

In essence, it'll be your role to think your way around problems arising from the ever-quicken pace of developments in new information technology.

And in particular, you'll need to devise and implement solutions involving communications and microtechnology across a whole spectrum of computer systems.

You'll work alongside some of the best brains in the business. And be based in one of the most modern offices in London.

What of the money and perks? Well, if you can prove you're adept at solving problems, we'll come up with a most agreeable solution.

Please write, enclosing a CV, to Barry Compton.

E&W Ernst & Whinney
Accountants, Advisers, Consultants.

Positions are open to both men and women. Becket House, 1 Lambeth Palace Road, London SE1 7EU. Tel: 01-928 2000.

MOXON DOLPHIN & KERBY LTD

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Executive Search
Management Selection
International Recruitment

178-202 Great Portland Street,
London W1N 5TB. Tel: 01-631 4411.
8 Mathew Street, Liverpool L2 6RE.
Tel: 051-236 1724.

Sales Manager

c.£14,000 + car
Huntingdon

Our Client, a successful market leader in specialist cases, and supported by a well known International Group, offers an excellent opportunity for a sales professional with considerable field and who is in their mid 30's. Experience must have been gained in a professional dynamic environment within a fast moving competitive market and ideally with national key accounts. Strong leadership qualities will be sought for the control and motivation of the Company's team of Sales Agents.

The remuneration package offered, which includes relocation expenses where

appropriate, would be particularly attractive to self motivated, positive persons who are able to contribute to the success of the Company. Please apply in writing giving full career details including relevant salary, quoting reference no. 334/27 to



David Hutchinson, Consultant,
P.P.C. Limited,
Godwin House,
George Street,
Huntingdon,
Cambs PE18 6BU.
Tel: (0455) 411111.

Professional Personnel Consultants Limited

Project Manager - Aerospace

to provide direction and control in an advanced electronics environment.

The Controls Division of Dowty Electronics Limited design, develop and manufacture some of the most advanced control systems for a wide variety of civil and defence applications. Our expertise within the aerospace markets has played a key role in our growth, to the point where we have now re-organised this product area into a distinct business unit.

As Project Manager within our aerospace business, you'll report to the Chief Project Manager of the Controls Division and will be responsible for the overall planning of projects together with the monitoring, reporting and control of their progress from initial design through to implementation. You'll be expected to ensure the timely and economic completion of projects within your control and provide the vital customer interface at senior level.

Aged 28 years + and qualified to degree level or above in a relevant discipline, you will need proven experience within the aerospace industry as Senior Project Manager level, ideally gained within a similar electronics environment.

The salary and benefits package are excellent, reflecting the seniority of the position and prospects for continued career progression are very attractive for the right man or woman.

Please telephone or write to Ian Percy, Deputy Personnel Manager, Dowty Electronics Limited, Controls Division, 135 Mansfield Road, Western Avenue, Acton, London W3. Tel: 01-992 3434.

DOWTY

Market Research Manager

A challenge for a highly numerate analyst.

Up to £15,000

Up to date and accurate market knowledge is essential to our client, a major International Engineering Company selling into the very competitive automotive components market. A high calibre manager is urgently sought to maintain a constant flow of information on which to base worldwide decisions.

This is essentially a position for a very numerate professional who can apply analytical skills to the creation and processing of raw data, often against tight deadlines. It will involve maintaining and developing large data bases comprising more than 10,000,000 items of information and creating ad hoc computer programmes to allow instant retrieval of data already on file. Our client stresses that while applicants must be prepared to learn the company's internal language, they are not looking for a computer expert, but rather someone with a quality analytical mind.

Kimberly-Clark is the international leader in the manufacture and marketing of a wide range of disposable paper products such as Kleenex tissues. We have an excellent record of business growth which we aim to maintain.

Internal progression has created the need to recruit an ambitious young man or woman to join us as a Financial Analyst at our Head Office near Maidstone.

You will join a team providing analytical support to senior marketing management. This requires developing an understanding of the activities of the major operations of the company in order to provide comprehensive analysis of diverse problems, often involving capital investment decisions or product development, as well as preparing cohesive business plans.

Ideally, aged between 22 and 26 with a

good honours degree, you must be numerate and have at least one years business experience in a financial environment. Starting salary could be around £11,000 depending on qualifications and experience. Applicants must be capable of rapid career development which could extend to other business disciplines within Kimberly-Clark.

Interested? Please write for an application form or send your CV to: Ian Midgton, Senior Personnel Officer, Kimberly-Clark Limited, Larkfield, Maidstone, Kent ME20 7PS.

Telephone: Maidstone (0622) 77700 ext 4318.

Kimberly-Clark
Registered Trademark of the Kimberly-Clark Corporation.

Young Financial Analyst

Consumer Marketing

A significant opportunity for an ambitious young graduate

c.£9,000 - £11,000

Kimberly-Clark is the international leader in the manufacture and marketing of a wide range of disposable paper products such as Kleenex tissues. We have an excellent record of business growth which we aim to maintain.

Internal progression has created the need to recruit an ambitious young man or woman to join us as a Financial Analyst at our Head Office near Maidstone.

Ideally, aged between 22 and 26 with a

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Interested? Please write for an application form or send your CV to: Ian Midgton, Senior Personnel Officer, Kimberly-Clark Limited, Larkfield, Maidstone, Kent ME20 7PS.

Telephone: Maidstone (0622) 77700 ext 4318.

Kimberly-Clark
Registered Trademark of the Kimberly-Clark Corporation.

PRACTICAL MANAGEMENT

NIMC exists to improve business performance in Northern Ireland.

We need a practical, experienced top level manager to coach senior executives in their own organisations in both public and private sectors.

Applications are invited from experienced general managers and those who can demonstrate an in-depth and up-to-date knowledge of at least two of the following:

- MARKETING
- FINANCE
- PRODUCTION
- PROJECT MANAGEMENT
- MATERIALS MANAGEMENT
- PERSONNEL and TRAINING

This appointment is at senior management level. Later we will recruit people for middle management.

Salary range: £15,000-£25,000 plus company car and usual benefits.

Relocation assistance will be provided where necessary.

If you can meet the highest standards and pass your skills and knowledge to other senior managers please write in confidence with a comprehensive CV. to:-

Dr B. J. Jameson,
Chief Executive,
Northern Ireland Management Centre,
59, Boucher Road,
BELFAST BT12 6HR.

NIMC
NORTHERN IRELAND
MANAGEMENT CENTRE

Fire Service Inspectorate Appointments Basingstoke and London

The Inspectorate monitors the way in which fire authorities perform their functions under the Fire Services Act 1947 and the Fire Precautions Act 1971, advises the Secretary of State on fire service matters generally, and participates in official enquiries.

HM Inspector (Territorial)

The primary task will be the inspection of fire brigades covering the Southern counties of England. Inspections will be carried out from the Southern Area Office of the Inspectorate at Basingstoke, Hampshire and the successful candidate will be expected to live within reasonable travelling distance. You must have extensive and practical fire service experience in the UK as a senior officer, preferably at Chief Fire Officer level. A thorough knowledge of the organisation and operational procedures of local authority fire brigades is essential, as is the skill to present clear oral and written reports on complex issues.

Relocation expenses may be available.

Both posts involve some travelling in England and Wales and exceptionally elsewhere.

SALARY: £23,960 rises to £26,770 (£1365 higher in London). Pension interchange arrangements are available.

For further details and an application form (to be returned by 31 July 1985) write to Civil Service Commission, Alencon Link, Basingstoke, Hants, RG21 1JB, or telephone Basingstoke (0256) 468551 (answering service operates outside office hours). Please quote ref: G/6596.

The Civil Service is an equal opportunity employer.

Home Office

HM Inspector (Fire Prevention)

The primary task will be to advise on the formulation of fire prevention policy and represent the Home Office on internal and external committees including those of other organisations both in the UK and abroad. Duty will also include the management of the staff in the Fire Prevention Section. You must have extensive and practical fire service experience in the UK at a senior level, preferably including service at Chief Fire Officer level. A thorough knowledge of the application and management of fire prevention is essential.

THE BOARD OF TRUSTEES OF THE VICTORIA AND ALBERT MUSEUM A Consultant Designer for the V & A

The Trustees wish to appoint a Designer/Architect for the replanning and refurbishment of the Victoria and Albert Museum. Although appointed by and reporting to the Trustees the Consultant will work closely and sensitively with the Director and Staff of the V & A and the PSA.

The Trustees intend that the Consultant should prepare a grand visionary plan for the Museum to incorporate the redesign and display of many of the Galleries, and the meticulous restoration and alteration of the fabric of the building. The work will be phased over several years.

In certain cases the design of particular Galleries may be carried out by other designers under the overall guidance of the Consultant.

Obviously an understanding and appreciation of the qualities of the V & A as a Grade I Listed Building, and in particular an enthusiasm for the great collections that it houses and the educational role they play, are a prerequisite for this appointment.

Experience and an international knowledge of display techniques for Museums and Galleries, plus a single-minded dedication and involvement in this major task, are essential.

Please submit particulars of your own or your Practice's experienced qualifications on two sides of A4 paper, plus photographs or illustrations of your work on not more than ten A2 Boards.

Please submit your application by 26 July, 1985, to:
The Trustees' Designer Appointment Committee,
c/o The Establishment Officer,
The Victoria and Albert Museum,
South Kensington, London, SW7 2RL.

GRADUATE CAREER CHANGE OPPORTUNITIES

OXFORD PERSONNEL MANAGEMENT has clients seeking graduates of all disciplines for worthwhile careers in administration, sales and marketing with possibilities of overseas travel or residence in some cases.

Essential requirements are age 22-35, good degree, numeracy, self-motivation, mature outlook and well-developed social skills.

Starting salaries are in the range £9-£15k, depending upon qualifications and experience. Other benefits include planned professional training, progressive career structure with early responsibility, medical insurance and excellent pension arrangements.

All applications will be acknowledged and counselling is available to suitable candidates at no cost to them. Non-graduates with high grade 'A' level results may also be considered.

Please send your CV with brief, handwritten covering note, for the attention of Malcolm North, OXFORD PERSONNEL MANAGEMENT, Chertsey House, 10 Quarry Road, Headington, Oxford OX3 5NU.

opm2

Associate Consultants - Production

March Consulting Group, an expanding multi-service consultancy, now requires to strengthen the resources of its Manufacturing Division. Opportunities exist for established Associate Consultants with proven experience in:

- Payment systems
- Production and inventory control
- Maintenance engineering
- Management development

to work along-side a core team of energetic and enthusiastic staff on a range of assignments for 'blue chip' clients.

You will be joining a progressive group which is in a position to offer very favourable contract conditions.

Please write, with full CV, to: Mr. D. Nicholson, Head of Manufacturing Services, March Consulting Group, 33 King Street, Manchester M2 5AA.

MARCH
CONSULTING GROUP

VIEWDA SAL

Lloyd's of London are the house serving an currently expansion services to

We offer an excellent professional office and reporting information Service systems to the institutions.

This challenging awareness to make candidates must be the design and the customers. In addition section marketing staff.

There will be some generous benefits pension scheme, Salary negotiable.

Please write in confidence to: Mr. W. J. Hardy, Personnel Manager, Lloyd's of London, Princes Street, London EC4A 3DF.

Chapman Place, London EC3A 3LP.

GENERAL APPOINTMENTS Trade 01-278 9161/5

CJA

RECRUITMENT CONSULTANTS
35 New Broad Street, London EC2M 1NH
Tel: 01-588 3588 or 01-588 3576
Telex No. 887374 Fax No. 01-638 9216

A challenging exacting and demanding position with scope to build an effective administration team and to move to a more senior position in London or New York within 2-4 years.



DIRECTOR OF ADMINISTRATION - INVESTMENT BANKING

LONDON - CITY

£28,000 - £45,000

LONDON ARM OF A MAJOR US INVESTMENT BANK

For this new position we invite applications from administrators aged 28-40 who have achieved not less than 5 years practical administration experience and are now likely to hold the administration position of either number one or number two in an investment or merchant bank. Responsibilities are widely drawn and will cover: to study existing accounting reporting systems, the establishment of tight monthly reporting systems in line with both the London and New York requirements, and the administration relating to bond and equity settlements and arbitrage, etc as well as the London personnel administration function. A forceful yet diplomatic personality and the ability to mould the London Communication and information systems to fit with the New York requirements is important. Initial salary negotiable £28,000-£45,000 + car, non-contributory pension, free life assurance with free family BUPA. Applications in strict confidence under reference DA4361/TT, to the Managing Director: CJA.

Demanding Appointments for highly motivated Sales Professionals. Scope to advance to Sales /General Management positions within 2/3 years. Two year renewable contracts.



SALES EXECUTIVES - INDUSTRIAL/MARINE COATINGS

JEDDAH AND DAMMAM, SAUDI ARABIA

£18,000-£30,000 TAX FREE

RAPIDLY EXPANDING SAUDI/DUTCH JOINT VENTURE, MANUFACTURING AND MARKETING FOR INDUSTRIAL, MARINE, DECORATIVE PAINTS AND SEALANT MARKETS.

We invite applications from coatings salesmen, aged 25-35 who must have had at least 3 years' proven sales experience selling to at least one of the industrial, civil, marine offshore paint markets. Candidates for these bachelor status appointments will report to a Kingdom based sales manager. They will be responsible either in the Jeddah branch office or from the Dammam factory location for further developing existing clients potential and generating new business, selling the full product range of the company on a project basis for both new construction and maintenance. Essential qualities are a sound technical coatings background, the ability to negotiate at the highest levels, to be flexible and to be able to work under pressure. Initial remuneration, by way of high basic salary and bonus is negotiable in the range of £18,000-£30,000 tax free. Benefits package includes fully paid housing, generous home leave - 4 months on then 3 weeks off with paid UK air fares, all business expenses paid, free medical package, plus car. Applications in strict confidence under reference SEC4360/TT to the Managing Director: CJA.

A key appointment - opportunity for promotion to a more senior administrative or systems role within 3 years



MANAGER - ADMINISTRATION AND INFORMATION SYSTEMS - CORPORATE FINANCE

CITY OF LONDON

£16,000-£19,000

LEADING MEMBER OF ACCEPTING HOUSES COMMITTEE

For this new position, we invite applications from candidates, aged 27-35, preferably graduates, with at least 4 years' practical administrative experience involving development and introduction of computerised M.I.S., preferably with a financial background. The successful candidate, reporting to the Head of Corporate Finance, will be responsible for administering the department's day-to-day requirements and also for the review, development and implementation of integrated administrative information and W.P. systems to provide financial analysis and on-line information retrieval facilities for professional staff. Essential qualities include a high degree of initiative, the ability to interpret user requirements, provide effective solutions, "selling" them in a positive but diplomatic manner to all levels within this pressurised and professional division. Initial salary negotiable £16,000-£19,000 (including bonus), + car, mortgage subsidy, non-contributory pension, free life assurance, free family BUPA and assistance with removal expenses, if necessary. Applications in strict confidence, under reference MIS 4359/TT to the Managing Director: CJA.



Scope to advance to position of Insurance Manager within 2 years

ASSISTANT MANAGER - INSURANCE

LONDON W1

£11,000 - £14,000

EUROPEAN HEADQUARTERS OF US BASED GROUP WITH WORLDWIDE OPERATIONS

We invite applications from insurance professionals, preferably ACII qualified who must have had at least 4 years' demanding and wide ranging general insurance experience gained in a broking end/or industrial/commercial environment using the latest risk management techniques. A knowledge of multinational insurance and loss control programmes and their administration is important and a second European language will be an advantage as there will be some Continental travel. The prime responsibilities of the selected candidate, who will report to and work closely with the Insurance Manager, will be to provide an insurance consultancy service to the Group's many subsidiaries throughout the UK and Europe. Specifically, this will include formulation, negotiation and drafting of insurance contracts, premium allocation, monitoring the activities of appointed brokers and insurers, as well as assisting in the devising and implementing of appropriate insurance and loss control programmes. Essential personal qualities are an enthusiasm for insurance matters and a tactful yet firm approach when dealing with senior management. Initial salary negotiable £11,000 - £14,000, non-contributory pension, free life and medical insurance. Applications in strict confidence under reference M16920/TT will be forwarded unopened to our client unless you list companies to which they should not be sent in a covering letter marked for the attention of the Security Manager: CJRA.

35 NEW BROAD STREET, LONDON EC2M 1NH. TELEPHONE: 01-588 3588 or 598 3576. TELEX: 887374. FAX NO: 01-638 9216

PLEASE ONLY CONTACT US IF YOU ARE APPLYING FOR ONE OF THE ABOVE POSITIONS. HOWEVER, FOR ORGANISATIONS REQUIRING ASSISTANCE ON RECRUITMENT - PLEASE TELEPHONE: 01-628 7839

IF YOU'RE LOOKING AT HOW TO INCREASE YOUR INCOME IN BUSINESS EQUIPMENT SALES YOU'RE LOOKING AT IT.

On Target earnings
£20 - £30k. + car

Technology with a human touch

Widely recognised as the market leader in plain paper copiers, we have an exciting range of products designed specifically to appeal to businesses both large and small. Superb new products and our determination to increase our market share has led us to a need for additional sales executives throughout the country with immediate emphasis on London and the Home Counties. But, we're not only interested in talking to those who already have successful track records in business equipment sales. We value enthusiasm, ambition and inter-personal skills equally highly and, provided that you have some commercial experience, our thorough training and product familiarisation will make the most of your abilities whatever your background. The rewards are considerable, on-target earnings of £20k-£30k for exceptional performers and a prestige car are just the start. If you'd like to look further at Reach, telephone one of our consultants, Ronnie Flax or Mac Smith, on 01-637 7425/6/7 before 5pm today. Alternatively you can write to Career March Limited, 104 Great Portland Street, London W1N 5PE.

BUSINESS CONSULTANCY in the FINANCIAL SECTOR £30,000 UPWARDS

We are recruiting an experienced consultant to build a team which will advise our financial sector clients and their customers on a range of topics including:

- product marketing and development strategies
- product costing
- small business financial and corporate management
- strategies for use and dissemination of corporate information and expert knowledge
- Financial responsibility and control structures

Applicants should have direct relevant experience in the financial sector together with impeccable academic qualifications. Leadership and business skills are essential to meet our objective of developing this team into a separate company of 15-20 people within 3 years.

Our corporate ethics are demanding and include extreme professionalism and commitment, together with good mobility.

Basic salary will be commensurate with the role and entirely adequate for this demanding job. Good performance will be rewarded by substantial share ownership. Profit sharing schemes operate in all our companies, providing significant bonuses in addition to basic salary.

We believe that the successful applicant will be aged 30-34 and will come from one of the established business consultancies with a substantial client base in the financial sector and in particular the banking industry.

Please apply with your full cv to:

John Berkin
The Helix Technology Companies
11 Ludgate Circus, London EC4M 7LQ

Company Secretary

up to £15,000 p.a.

Our client is a major British financial organisation with assets employed of over £1,000m.

Owing to the imminent transfer of the present incumbent, a vacancy will arise for a Company Secretary at the Group's Head Office in London.

In addition to the usual statutory duties and attendance at Board meetings, you will service a number of management/executive meetings and this will constitute a major part of your activities. There will be considerable liaison with Board members and senior management.

We are looking for a young professionally qualified Company Secretary, seeking additional experience. You must be able to communicate effectively, particularly in writing, strictly maintain confidentiality and possess the personal qualities necessary to gain the respect of top management.

The overall benefits package is attractive and includes a non-contributory pension, a share arrangement, assistance with a mortgage and, if necessary, with relocation expenses.

Please write, in strict confidence, enclosing CV and quoting ref. 310 to Douglas B. Atkins,

DBA Management & Recruitment Consultants
19 Britton Street
LONDON EC1M 5NQ
Tel: (01) 250 0003

MANAGEMENT DEVELOPMENT CONSULTANCY

Interactive Skills Limited is a young, rapidly-growing consultancy, operating in the management development and assessment areas. We provide training and consultation to leading organisations in computing, banking, retail, manufacturing, aerospace, and local government, both in the UK and abroad. In addition, we publish well-documented, cost-effective training materials which are made available to our clients under licence arrangements. Our offices are located in the pleasant area of Henley-on-Thames.

CONSULTANT

This individual will present ISL's training programs to clients and will provide consultation in the areas of design of performance appraisal systems and assessment centres. Other consulting assignments will be within the human resources area.

The position requires experience in personnel management, particularly management development. Additional experience should be in the introduction of new concepts and the initiation of change programs in organisations. A postgraduate degree in either business studies or organisational psychology and eligibility for membership of the BPS is preferred.

Applicants should have good interpersonal skills, excellent presentation/training skills, and perceptiveness and sensitivity to organisational cultures and the dynamics of change. Initiative, energy and a professional approach are essential.

DEVELOPMENT MANAGER

This person will design and develop a wide range of supporting materials for use by ISL consultants and clients, including trainer's manual, audiovisual aids, and related promotional materials. The position includes the opportunity for some client consultation and training, depending on the skills of the incumbent.

Specific experience in the design and development of high-quality training systems used in high technology environments is essential. The position requires experience in coordinating tight production schedules and interfacing with technical publications personnel. A postgraduate degree in education or organisational psychology is required, but preference will be given to candidates whose background spans both of these areas.

Applicants should have writing and editing skills and organisational ability, and should possess high levels of initiative, energy and commitment. A professional approach to dealing with clients and suppliers is required, and presentation/training skills would be an asset.

Salaries for both positions negotiable. Applications with full cv to Ms. Dianne Jessop, Interactive Skills Ltd., 50a Bell Street, Henley-on-Thames, Oxon. Phone 0491 571182.

VIEWDATA BUREAU SERVICES SALES MANAGER

Lloyd's of London Press Limited, a wholly owned subsidiary of the Lloyd's Insurance Market and a leading publishing house serving the needs of the transportation industry, are currently expanding into the field of electronic information services both in the UK and the E.E.C.

We offer an exciting opportunity for an experienced and highly professional Sales Manager working in our London office and reporting directly to the Executive Director for Information Services, to develop existing business of on-line systems to the shipping community and City financial institutions.

This challenging appointment demands a keen business awareness to maximize viewdata market opportunities. Candidates must also have the technical ability to discuss the design and the implementation of requirements with customers. In addition, management skills are necessary to action marketing initiatives, control budgets and motivate staff.

There will be some opportunity for overseas travel and the generous benefits package includes car, non-contributory pension scheme, luncheon allowance, annual bonus etc. Salary negotiable.

Please write in confidence to:-

Mr. W. J. Harding,
Personnel Manager,
Lloyd's of London
Press Limited,
Shoepen Place,
Colchester, Essex,
CO3 3LP.

LLP
Lloyd's of London Press

Manager Finance & Administration

Central London c£17,000+car

St. Martin's Hospitals Limited is a Group of British independent acute-care hospitals. Due to expansion we are seeking to appoint a qualified accountant to take charge of the business and financial responsibilities of one of our hospitals in Central London.

As well as establishing and controlling the accounting function within the Hospital you will work closely with the Hospital Director in developing the administrative function. This will involve liaison with Consultants, patients and staff as well as the Group's Head Office.

You should be aged up to 35 years, with previous commercial experience within the service sector.

As further expansion is planned for the near future, career prospects are excellent and will not necessarily be limited to the accounting function.

Please write enclosing a CV or telephone for an application form to:

Mrs Susan Farquharson, Director of Personnel,
St. Martin's Hospitals Limited, Fenchurch House,
61 Wimpole Street, London W1M 7DL.
Tel: 01-628 1501.

St M
St. Martin's Group of Hospitals

GENERAL APPOINTMENTS ☎ Trade 01-278 9161/5

UNUSUAL MANAGEMENT OPPORTUNITY

Manager sought with following qualifications:

- ★ Successful background in commerce and/or industry
- ★ Knowledge of and experience in Southern Africa
- ★ Entrepreneurial dynamism

The successful applicant will handle the day-to-day administration of a small, hardworking but happy team. Amongst other responsibilities he will be expected to attract investments by U.K. business. Political contacts both in the U.K. and southern Africa will be an asset, diplomatic flair and general common sense essential. Some travel in the U.K. and abroad will be required and occasional weekend and evening duties make it preferable that the successful candidate should live within easy access of London.

Salary: Negotiable in the region of £25,000 plus company car.

Apply to: Box 2243 W, The Times with full details of career to date.

A direct line to the executive shortlist

InterExec is the organisation specialising in the confidential promotion of Senior Executives.

InterExec clients do not need to find vacancies or apply for appointments.

InterExec's qualified specialist staff, and access to over 100 unadvertised vacancies per week, enable new appointments at senior levels to be achieved rapidly, effectively and confidentially.

For a mutually exploratory meeting telephone:

London ☎ 01-930 5041/8
19 Charing Cross Road, WC2

Birmingham ☎ 021-632 5648
The Rotunda, New Street

Bristol ☎ 0272 277315
30 Baldwin Street

Edinburgh ☎ 031-226 5680
47a George Street

Leeds ☎ 0532 450243
12 St Paul's Street

Manchester ☎ 061-236 8409
Faulkner House, Faulkner Street

InterExec

The one who stands out.

PLANT GROWTH

A double meaning for double the opportunity

PRODUCTIVITY SERVICES ANALYST

As one of the UK's leading agrochemical companies - ICI Plant Protection Division know more than most about growing healthy plants.

As one of the most rapidly expanding, we also used to seeing the growth of our own manufacturing plant.

Here at our Yalding works, near Maidstone in Kent, we have over 450 staff producing some 130 products, with more added each year as new formulations are developed.

That is why we have recently introduced the latest technology to handle process control, further automation (including robotics) and computer aided design and modelling.

It is also why we are seeking a Productivity Services Analyst to become a key member of a small team, where you would enjoy all the variety and challenge of a diverse project portfolio.

With the active support and high regard of site management, the team provides a range of science skills including mathematical modelling, systems analysis, simulation, method and work study.

As the site continues to grow at a hectic pace you will enjoy many challenges to increase both plant capacity and output, as well as helping to optimise resources through membership of various expansion project teams.

You should be a numerate graduate or equivalent who has a logical and systematic approach to problem solving, the enthusiasm and ability to get ideas accepted and implemented and a talent to communicate at all levels. A management science background, handling microcomputers, preferably in a chemical works environment, would be ideal.

This position offers a highly competitive salary on a rising scale up to £14,500, with a full range of benefits which can include generous relocation assistance if required and all the satisfaction and opportunity of a growing environment - in all senses of the word.

Please write or ring for an application form to: Alan Dixon, Personnel Department, ICI Plant Protection Division, Yalding, nr Maidstone, Kent ME18 6HL. Telephone: Maidstone (0622) 812511.



The world's most successful malt whisky needs a very special marketer

William Grant & Sons is one of the best known and most successful independent Scotch Whisky companies. With Glenfiddich, it virtually created the Malt Whisky sector in the market, and the brand is by a considerable margin the world's No. 1 malt.

In something of a unique role, you will be responsible for the following:

- Brand managing Glenfiddich in the United Kingdom, with full sales and profit responsibility
- Developing and co-ordinating programmes for Glenfiddich and other Grant Whisky brands in Export Markets
- Managing the central research programmes and international advertising development, for all brands.

You are in your mid 20's, a graduate and, above all, a strategic thinker - someone

who fuses creative vision with disciplined numeracy. You are mature, articulate and convincing in your presentation and have trained successfully in a blue chip marketing environment. You are now ready for a very demanding challenge which will give an international dimension to your horizons.

The package will appeal to someone currently earning around £15,000 and will include a car, BUPA, and full benefit package.

Please send a detailed C.V., including contact telephone numbers, in strict confidence to Nigel Rugman at Management Appointments Limited (Search and Selection Consultants), Finland House, 56 Haymarket, London SW1Y 4RN. Tel: (01) 930 6314.

MAL
Management Appointments
Limited

"GREAT SUCCESS STORY"

(F.T. AUGUST, 1984)

This is simply one of the accolades Sun Life Unit Services, then an associate company of Sun Life received from the UK press in August when it was announced that they were to be bought by the Sun Life Group.

And the story continues

For rather than resting on our laurels we're actively searching now for high calibre individuals to market an exclusive investment concept in the financial services field. Opportunities exist in London and throughout the UK.

Possible earn in excess of £30,000 per annum (Commission).

Ring Ian Kirkwood on

242 6251

Assistant Director of Administration

£17,500-£20,000 + Car

For an exceptional organiser with a flair for management, a head for pressure and a demand for perfection, this opportunity is tailor-made. The London Division of a major international accountancy practice, my Client enjoys an enviable reputation and an impressive record for growth; 200,000 sq ft of office space and 1,300 people bear witness to this and put into perspective the scale of operation you will undertake as Assistant Director of Administration.

Within this demanding and constantly pressured environment, you'll have every opportunity to draw on your skills as a strategist and your versatility as manager. Leading a small team of committed staff, you will control the running of extensive client meeting facilities, and oversee Estate Management, Planning and Project Management, Catering Facilities, as well as the development of employee facilities in a technologically demanding environment. We also expect a disciplined approach to departmental methods and accounting systems.

Aged 30-35 and preferably a graduate, you will call upon 10-15 years' experience in administration

management - perhaps gained in a retail environment, in public administration, or in a financial or legal practice. You must be able to handle all levels of personnel with dexterity and confidence, and demonstrate a logical and flexible way of dealing with problems.

The rewards available - a highly attractive salary and company car - reflect the calibre of person we have in mind; and promotion prospects are excellent if you have the motivation to master this challenge. Write immediately with full career details to David Wolf, Juniper Wolf Consulting Partners, 22 New Concordia Wharf, St. Saviour's Dock, Mill Street, London SE1 2BS. Tel. 01-231 7275. Please don't let imminent holiday arrangements stand in your way - simply state what your plans are, and we'll accommodate wherever necessary.



SEARCH & SELECTION - RECRUITMENT ADVERTISING

Corporate Strategy and Financial Planning

City

£14,000 - £20,000

In order to support the Company's future expansion we are seeking to strengthen and broaden the skills of our central Planning Department. This department, with high exposure to senior management, provides a central resource for assisting main board decision-making and for supporting subsidiary groups in development of their strategy. The work is mainly project-related and will involve strong emphasis on financial analysis and market research. Presentations to senior executives up to board level form a regular part of the job.

We therefore invite applications from candidates, likely to be in their late 20s/early 30s, who must have good first degrees. An MBA or other relevant post graduate qualification is also desirable. Candidates should have at least three years' experience in a similar capacity or have worked in consultancy, market research or other appropriate disciplines. The personal qualities required are a high degree of self-motivation and the ability to communicate effectively at all levels. Candidates should also be seeking to make a significant impact in the next stage of their career.

Promotional prospects are excellent. The department is recognised as a source for executive recruitment into the operating divisions. The initial salary is negotiable depending upon experience and the usual large company fringe benefits will apply.

Please write with full curriculum vitae to: Andrew Butler, Director of Planning, Mitchell Cotts plc, Cotts House, Cammille Street, London, EC3A 7BJ

MITCHELL COTTS

International Engineering, Transportation and Trading

INSEAD

EUROPEAN INSTITUTE OF BUSINESS ADMINISTRATION
FONTAINEBLEAU
(60 km south of Paris)
The Director of Development (FUND-RAISING)
is looking for a

FUND-RAISING EXECUTIVE

The candidate should have a degree in arts, economics, marketing or journalism. He/she will undertake market studies (document search) on companies from the US, Britain and the Netherlands likely to give financial support to INSEAD.

The person appointed will work closely with the Director of Development and the FUND-RAISING consultants responsible for these countries, and will be responsible for following up on their work. There are good long-term prospects for the right candidate.

Candidates should have several years' experience in a similar field, be bilingual english/french (german would be an advantage) and enjoy working in a team. A knowledge of micro-computers would be useful.

Send a detailed C.V. including references and a photo to: Personnel Officer - INSEAD - Bd de Constance F-77305 FONTAINEBLEAU Cedex.

£11,000 P.A.

THE LONDON SOFA-BED CENTRE

Britain's leading sofa-bed specialists require energetic, outgoing, sales people for their central London shops.

This is an excellent opportunity to work with beautiful sofas and fabrics in a friendly, lively atmosphere.

Please contact the Personnel Officer,
01-580 8480

A CHANGE OF DIRECTION

If your career is at a dead end and you are considering a change of direction this could be the opportunity you are looking for. Vacancies exist for self-assured people with ability and business acumen to train for a career within the financial services industry. Existing opportunities for personal success and career development are linked with excellent training and the prospect of a very high income.

Without obligation, find out about our direction. Please telephone Clive Evans (morning) on 01-437 1481 or Keith Pann (afternoon) on 01-734 5668.



ASSISTANT SECRETARY

(Administration)

£11,000 pa negotiable

For small scientific society, London W1. The person appointed will, as part of the management team, be responsible to the General Secretary for supervision of accounting operations, budgeting/budgetary control, the membership system, committee servicing and general administrative duties. Applications invited from men and women ideally with degree or professional qualification, relevant administrative/financial background and familiarity with computer software and hardware. Age limit 35 years. Please write to Managing Director, Massey's Executive Selection, 100 Baker Street, London W1. Tel: 01-635 6581.

WP SUPPORT & TRAINING

Acc Microsystems, producers of the highly successful Word Processing Software, LEX, are looking for two people to join the training and customer support department.

Whilst one job is primarily training and the other supporting and user enquiries about LEX, both will inevitably overlap and the successful applicants must be capable of working in a small team to both these tasks.

Although a knowledge of LEX is not essential, Word Processing experience is required and a current driving license would be an advantage.

Salary by negotiation. In the first instance send a detailed C.V. to: The Personnel Officer, Acc Microsystems Ltd, Challenger House, 125 Gansborough Lane, London W6 8JH.

CENTRAL BUREAU

Applicants are invited for the following temporary Executive Officer posts:

FURTHER & HIGHER EDUCATION DEPT.

Graduate required to work on international exchange programme placing students for industrial experience in other countries. Previous experience in industry and commerce is highly desirable. A working knowledge of French and/or German is useful. This appointment is initially for 6 months. Closing date 26th July.

TEACHER EXCHANGE DEPT.

The post holder will be responsible for the administration of the Teacher Exchange schemes with non-English speaking countries. Graduates with teaching and/or administrative experience and knowledge of the British Education system required. Working knowledge of French essential; other European languages useful. This appointment is to cover maternity leave commencing at the end of July. Closing date 18th July.

Starting salary for both posts is in the region of £8,200 gross per annum.

For further details and application form please write to:

Establishment Officer,
Central Bureau, Seymour Mews House,
Seymour Mews, London, W1H 9PE
or Tel. 01-486 5101

Tax Department Administrator

Salary to £15,000

Can you meet the challenge of a new post?

We are a leading firm of Chartered Accountants, currently embarked on an exciting programme of expansion and development.

Our Personal Financial Planning Division is growing rapidly to provide a new dimension in UK and International Tax, financial and investment services to a wide range of individual clients and companies.

These developments require a sound admin. base and we now need a skilled, results orientated person to be responsible for the day-to-day administration of the new Division of more than 60 staff. Reporting to the Tax Admin. Manager the person appointed will co-ordinate and control the essential components of people, finance and systems for the Division, and assist across the whole tax area. He/she is likely to be about 30, of degree level or

equivalent, with experience of financial budgeting, reporting, control and administration.

If you are seeking an opportunity to extend a record of success, and possess a knowledge of computer and WP systems, we can offer scope for initiative and personal development. Professional or financial sector experience would be an advantage.

Our offices are situated close to St. Paul's and we offer the usual benefits of a large professional firm.

Apply in writing enclosing your C.V. to the Personnel Manager, Miss S Woodson at the address below or telephone for further details on 01-248 3913.

Deloitte Haskins + Sells
128 Queen Victoria Street,
London EC4Q 4JX

Deloitte Haskins + Sells
PROFIT FROM OUR SKILLS

GENERAL APPOINTMENTS ☎ Trade 01-278 9161/5

YOUR CHANCE TO GROW

My client is a publicly quoted company leasing high technology equipment. With operations throughout Europe and the USA it is growing very rapidly. This growth has generated the need for a

PUBLIC RELATIONS & ADVERTISING MANAGER

Reporting to the Chief Executive Officer and based to the west of London he or she will be responsible for

THE TOTAL PUBLIC AND INTERNAL IMAGE OF THE COMPANY WORLDWIDE

The successful candidate will have a positive track record in PR and advertising with between 5 and 10 years experience preferably in the high technology business. My client demands high performance standards and in return offers

- * A salary around £20,000 p.a.
- * A competitive benefit package
- * A company car
- * Overseas Travel
- * An EXCITING and CHALLENGING CAREER

If you think you could meet the specifications then please write to me enclosing your C.V.

Richard Gidman, Consultant to Management, P.O. Box 73, Henley-on-Thames, Oxon RG9 6LP

MAGAZINE ADVERTISING SALES

Large U.S. headquartered publishing company needs experienced salesperson to serve as European Sales Manager. London location. Salary plus commission arrangement. European sales network in place. Reply in confidence enclosing resume to:

London Times,
Box No. 1860 T
The Times.



EXPORT MANAGER

Competitive Salary + Bonus + Car

Bluecrest Foods Ltd the expanding and progressive food company, wishes to appoint an Export Manager to take control of all export sales.

The company is already well established in the frozen food export market and is now seeking a Manager to build on this base and develop the sale of the Bluecrest range of frozen products worldwide.

The successful applicant will have experience in export sales, preferably within the frozen food industry, with a proven ability to develop new territories and exploit new opportunities in export markets.

This senior appointment will attract someone who is looking for the freedom of working within a small management team and who enjoys total responsibility for achieving targeted sales and profit figures. Support will be available from specialist export staff and a professional marketing and production team.

If you are looking to develop your career in one of the fastest growing companies in frozen foods please send, in confidence, career details to:

Mr F A Flear,

Managing Director,

Bluecrest Foods Ltd,

Lady Smith Road,

Grimsby, South Humberside



The Standing Conference on Schools Science and Technology

SCSST provides government grants and guidance to 40 Science and Technology Regional Organisations (STRORs) throughout the UK, established independently by universities, polytechnics or local education authorities to support school science and technology and encourage education-industry links.

In association with the Department of Education and Science, SCSST wishes to appoint a persuasive and imaginative

National Coordinator

to develop the potential of the STRORs as a coherent national network and to enhance the impact of their activities.

Candidates should possess well-developed skills of promotion, leadership and diplomacy, and be able to work equally effectively with Government officials, senior education and industrial personnel, and local enthusiasts. The post calls for someone who is self-motivating, able to develop and carry out effective strategies, and capable of moulding people of different backgrounds into a team. Experience in education-industry liaison or a related field would be an advantage but personality and drive will be the significant factors in selection.

Salary is negotiable but will reflect the importance attached to this senior post.

Further details from D. Bloomfield, Secretary, SCSST, 1 Bridge Way, London W1H 8JJ. Tel. 01-222 7889. Closing date: Friday 28th July.

Career Opportunities in COMPUTER RECRUITMENT

We are Computer Personnel Services, a highly respected and long established Recruitment Consultancy.

In keeping with our continued growth, we are seeking two exceptional individuals to share in our success.

Successful candidates will probably be of Graduate standard, have a true desire to succeed and have a genuine interest in the Computer Industry. Personal qualities are more important than experience. They will be high standards of achievement, a demanding but interesting environment and a rewarding career.

To find out more, ring in the first instance Martin Barry on 01-253 5042 or send a detailed CV for his attention.

COMPUTAC
RECRUITMENT CONSULTANTS
121-125 City Rd. London EC1
Telephone 01-253 5042

Administration Manager

£18-20,000 with attractive benefits

We are a leading firm of City solicitors serving the financial and commercial community, and employing 500 professional and administrative staff.

We need an experienced Administration Manager, man or woman, to take responsibility for the efficient operation of a number of administrative services and to contribute to the forward planning of requirements for office equipment and premises. You would report to our Head of Administration and would supervise 50 staff.

You should be aged 35-45 with substantial relevant administrative management experience, preferably gained with a professional firm. You must be able to respond quickly and effectively to the many unexpected demands which occur in our busy City practice, and a knowledge of modern office technology would be particularly useful. Ability to relate well to both Partners and staff is essential.

The above-average benefits include family BUPA cover, permanent health insurance and a good pension scheme.

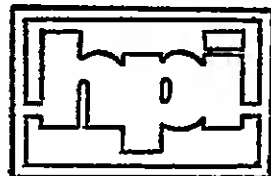
Please reply to John Mullins in strict confidence with details of age, career, education and qualifications, quoting reference 1487/DT/T on both envelope and letter.

Herbert Smith & Co.

Watling House, 35-37 Cannon Street,
London EC4M 5SD.

Overseas Offices: New York, Hong Kong and Paris

MANAGING DIRECTOR DESIGNATE



HP Information plc, is a unique company of many years standing, performing an essential national role in the information technology field. The services it provides demand rigid accuracy and control and currently it is moving towards a significant widening of the scope of its services. Its attractive offices are in the Victoria area.

Its services are provided to commercial clients and it uses a Tandem computer on-line 24 hours per day, with considerable computer and other support systems.

The present Managing Director is retiring in 1986 and the Company wishes to recruit his successor to join the Board this year so as to provide for an adequate handover period.

The successful candidate will be fully conversant with computer usage and will have proven management experience and ability in a profit responsible role if he/she is to continue successfully, the development of this well organised and equipped company. Strong creative talents, a marketing orientated outlook, leadership and quiet determination are qualities the Board are seeking.

Remuneration, including suitable car, non-contributory pension, medical insurance, will be attractive and negotiable. Written replies with full CV only to: PA to Managing Director

HP INFORMATION PLC,
PO Box 44, 9 Grosvenor Gardens, London, SW1W 0BH
Tel: 01-828 0851

FORECASTING EXECUTIVE CENTRAL LONDON £10,500 pa

The Cable and Wireless Group is a world leader in the competitive field of telecommunications, operating and maintaining a wide range of high-technology systems. Accurate economic and market forecasting is crucial in an industry which is continually changing in response to increased demand and new technological developments.

The Forecasting Unit in Central London requires an executive to analyse and forecast demand for the Group's telecommunications systems in terms of volume and revenue and to forecast the impact of economic and other changes on the Group's business environment. Furthermore, the executive will assist in developing the statistical and computer techniques used in forecasting.

Candidates should possess a degree in Economics or Statistics with a significant econometric content, ideally backed up by working experience in a commercial environment.

The appointment, subject to performance, will be confirmed after one year's contract.

We are offering an attractive salary with benefits including flexible working hours, 22 days annual leave, and subsidised restaurant facilities.

Please send full details, quoting ref: R452, to: Recruitment Manager, Cable and Wireless plc, Mercury House, Theobalds Road, London WC1X 8BX or telephone for an application form on 01-405 4980 (24 hours).



MIDDLE EAST Yemen Arab Republic

A new citrus plantation, located in Merib, Yemen Arab Republic, is being established, and wishes to secure the services of an experienced agricultural manager.

Individual should have served in a similar position for at least 3/5 years, and should be capable of providing both management and technical expertise in the operation of this plantation.

Conditions of employment include free furnished housing, car, one month annual paid leave (including airfare for self and family). Salaries for the position to be negotiated at the time of interview and will be similar to those normally provided for expatriates working in the Middle East.

Applicants should airmail C.V. and names and addresses of three professional references to:

Chairman
MARIB AGRICULTURAL PROJECT
P.O. Box 66, SANA'A
YEMEN ARAB REPUBLIC

Technical minds and business brains. Opportunities in broadcasting sales.

Package up to £20,000 + Car

Logica is one of a handful of companies worldwide who are revolutionising TV production; our expertise in TV ancillary systems such as teletext and digital picture library management is widely held to be outstanding. It is easy, then, to appreciate the immense potential and opportunity for aggressive sales pioneers who can call on both commercial insight and a competent understanding of the technical aspects of the broadcasting industry.

In line with our advances in broadcasting technology, we're now creating four new positions for Regional Export Sales Managers, to negotiate and follow through major technical contract sales. We've already established links with companies throughout the USA, Australasia and Europe - we're looking to you to realise our promise still further, selling not only highly sophisticated products, but total systems and solutions.

The level of our technology is matched by the high level at which you can expect to operate, negotiating regularly with technical specialists and senior executives. A role, in other words, for highly determined, confident professionals, probably in their late 20's or 30's who might well have a sales engineering background, and at the very least, a sound grasp of the technical complexities of broadcasting technology.

Add to this the capacity to cope with exacting pressures and the hunger for results which characterise our own success, and we can see your future as part of ours.

Claim this challenge as yours. Find out more by ringing Roland Courtney, Manager, Broadcast Systems Division on 01-637 9111 or send him your C.V. at Logica UK Limited, 64 Newnam Street, London W1A 4SE.



MARKETING International Financial Services

City Up to 30K + benefits

Our client has clear plans for future business diversification.

If you are under 40 and wish to take up a key managerial position developing new business where there will be ample opportunity for your own ideas, we should like to hear from you. It would be an advantage to have a working knowledge of international securities and settlement systems.

More important is a proven ability to market new services in the banking and finance world.

Please telephone or write to Keith McNeill if you think you meet this profile.

cc&p Cockman, Copeman & Partners International Ltd
28-29 Bedford Row, London WC1R 4EF
01-222 8995

ADMINISTRATOR/ACCOUNTANT

Education and Research Trust

An Association based in central London will shortly initiate a number of projects related to education and research to be run by a separate trust. The successful candidate will be required to set up, manage and promote the Trust under the general direction of the Chief Executive. Will suit a person with excellent accounting, negotiating and financial management experience.

Must possess an ability to write, communicate and deal with people of all levels from young trainees to Managing Directors of international companies. It is essential to be self-motivated, enthusiastic and capable of working under pressure in a busy office environment. A three to six month training period is envisaged. This is a highly rewarding and challenging role, which offers excellent opportunities for the future. Age 35-50. Salary £12,000 + benefits.

Please apply in writing with detailed CV to Box 1924 N The Times.

MANAGEMENT CONSULTANTS

Our client, an international Consultancy is seeking additional consultants to work in practical "hands-on" and results orientated change programme. Suitable candidates likely to be graduates aged 28-35, ideally with a numerate engineering or training background. They may already be consultants looking for personal growth who can demonstrate success in working with people at all levels, from work place to board-room, developing the performance of individuals and groups, designing and implementing improved methods of work. Salary £17-21K.

Negotiable plus bonus. Send detailed C.V. with salary list in confidence to:

HANDY ASSOCIATES
148 Buckingham Palace Road,
London, SW1 W 9TR
REF. KB/78S



has a vacancy for an Assistant in its SCRIPT DEPARTMENT

Candidates should have some experience in theatre, publishing or research, ideally in one or more foreign languages and an honours degree (preferably in Drama or Literature). Duties will include receiving scripts and arranging for them to be read and considered; preparing scripts for production; assisting the Theatre Directors and the Associate Directors responsible for new writing and repertoire; advising in reading original scripts and transcripts; research; and obtaining specialist books; reporting on productions of new plays; and maintaining contact with writers. Applications (with the names of three referees) should be addressed to: The Personnel Department, National Theatre, South Bank, London SE1 8PX.

Business Analysts European and UK Retail & Consumer Markets

Management Horizons specialises in the development of profit improvement techniques working with major retail companies in the U.K. and continental Europe. Dynamic growth means we now require several business analysts to work as part of a close-knit team supporting our continuous research reporting programme. You will take responsibility for preparing summaries of European or UK retail trading and financial results for distribution to client companies. In addition, you will update our library and data resources and respond to data requests from client executives.

Your qualifications should include:

- Numeracy
- Good Degree
- A minimum of 1 year's experience in a commercial environment
- Good written English
- Fluency in French, German or Italian for the European posts
- High standards of presentation
- Ability to communicate with senior executives
- Age range 22-26

Starting salary £9-£11,000 including profit share.

Please write with a full C.V. to:

Mr. Steven Gappo, Assistant RUS Director, Management Horizons Limited,

Ryde House, 391 Richmond Road, Twickenham, Middlesex TW1 2EP.

Common Law Institute of Intellectual Property (CLIP)

APPOINTMENT OF DIRECTOR

The Institute provides independent and authoritative studies and recommendations covering the whole field of Intellectual Property. It is funded by contributions from industry, the legal profession and HM Government.

The first Director of the Institute will be responsible for the whole range of the Institute's activities (research projects, advice, conferences, seminars) and will also be expected to conduct and supervise research studies.

Salary will depend on the candidate's age, standing and experience and will be comparable with that of a senior academic post.

Candidates must be knowledgeable and experienced in all branches of intellectual property, and should be persons of established reputation in this field both in this country and abroad.

The post is particularly suitable for a person approaching the age of retirement from his or her present career.

Further details of the post are available from:

The Administrative,
Common Law Institute of Intellectual Property,
Charles Close House, 17 Russell Square,
LONDON, WC1B 5PL.

DOLPHIN SQUARE TRUST LIMITED

Appointment of Secretary and General Manager (m/f)

Applications are invited for the above post which will become vacant shortly.

Dolphin Square Trust Limited administers Dolphin Square, SW1, which is a unique residential complex. Containing 1,200 flats and associated amenities. The salary will be £19,560 (under review). It is expected that the successful candidate will be in the 40 to 50 age group. Particulars of the appointment and application form may be obtained from the Secretary, Dolphin Square Trust Limited, London, SW1. Telephone 01-834 3800 extension 35. Closing date for applications 16 August 1985.

GENERAL APPOINTMENTS ☎ Trade 01-278 9161/5

TECHNICAL REPRESENTATIVE — SPECIALITY CHEMICALS ELECTRONIC RESINS

c. £13,000 p.a.
Prolex Chemicals Ltd is the British Subsidiary of an important medium size French Chemicals manufacturer. Since our formation five years ago we have achieved significant growth helped by our wide product range and problem solving ability.
We now wish to appoint a Technical Sales Representative to promote and market our products to selected industries, the most important being our resins for the electronics industry.
We are seeking an energetic and enthusiastic person aged 25-35, possessing a degree or equivalent in chemistry or a physical science. Selling experience is preferred but consideration will be given to commercially minded engineers in the electronics field. Full product training will be provided and travel throughout the UK will be involved with this position.
In addition to an attractive salary the usual fringe benefits are provided. Interested applicants please send CV to:

J. T. Iball
Prolex Chemicals Ltd
Manor Buildings
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Bradford
West Yorkshire
BD1 4NL



LAURA ASHLEY LTD THE INTERNATIONAL FASHION AND HOME FURNISHING GROUP HAVE A VACANCY FOR AN IMPORT CONTROLLER

To liaise with Merchandisers/Buyers and advise on documentation and paperwork required to move mainly textiles around the world.
Applicants should have a broad Import/Export knowledge and be able to communicate well with other Senior members of worldwide organisations.
Knowledge of textile Imports/Exports particularly relating to Import Licences/Quotas and knowledge of Letters of Credit and banking procedures would be an advantage. Applicants must be numerate and capable of understanding detailed documentation. The position will be based at our office in Chalfont St Giles. Salary negotiable - other benefits offered and relocation where applicable.
Please apply in writing with full CV to the Purchasing Director, Laura Ashley Ltd, 10-13 Gray's Brewery Yard, Springfield Road, Chalfont St Giles, Bucks, MK2 8QR.

Commercial Manager - HMG (Attractive Salary - Major Benefits Package)

Racal Radar Defence Systems Limited, part of the highly successful Racal Group of Companies, is seeking to appoint a Commercial Manager to take overall responsibility for the administration of HMG contracts.
Ideally, candidates should be aged 30-50 and have had extensive experience of HMG contracting, both within the Ministry of Defence and with a major UK Defence Contractor engaged in the field of capital electronics. A degree in engineering, law or economics would be an

advantage and knowledge of Electronic Warfare would also be useful.

This is a Senior Managerial appointment within the Group and the salary and benefits package will reflect the importance of this key position.

Please write, in confidence, with full career details to: Mr. P. N. Willis, Personnel Manager, Racal Radar Defence Systems Ltd, Davis Road, Chessington, Surrey KT9 1TB, or telephone him on 01-397 5281 ext. 2420.

Racal's people are Racal's success

RACAL

DP PERSONNEL RSVP!

Dear Reader,

British Aerospace (Dynamics) at Stevenage in Hertfordshire produces some of the most highly sophisticated and successful Land Launched Guided Weapon Systems available.

At Stevenage we have a large computer installation which provides an integrated management information system site-wide, and extends over the full range of company activities. The installation itself is based upon IBM 3081 and 3033 and operates under MVS supported by IMS, DB/DC, TSO, complemented by a network of over 600 on line terminals.

We currently have vacancies for PROGRAMMERS and SYSTEMS ANALYSTS, together with IBM SYSTEMS PROGRAMMERS. If you feel your skills and experience could make a contribution to our operations, please complete the details on the right and send it FREEPOST to:

DOROTHY McDERMOTT Ref (B691),
Personnel and Training Department,
British Aerospace (Dynamics),
Stevenage, Herts. SG1 1YH.

Alternatively, you can telephone for an application form on Stevenage (0438) 312422 Ext. 2972. Out of office hours Stevenage 312878. I look forward to hearing from you.

Dear Dorothy,

I am interested in your vacancies for

- ☐ PROGRAMMERS
☐ SYSTEMS ANALYSTS
☐ IBM SYSTEMS PROGRAMMERS

and my personal details are as follows:-

I am currently earning:	My experience spans the following no. of years:	I have experience in:
£6-8,000 <input type="checkbox"/>	1-4 <input type="checkbox"/>	Performance <input type="checkbox"/>
£8-10,000 <input type="checkbox"/>	4-7 <input type="checkbox"/>	and tuning <input type="checkbox"/>
£10-12,000 <input type="checkbox"/>	7-10 <input type="checkbox"/>	VM <input type="checkbox"/>
£12-15,000 <input type="checkbox"/>	11+ <input type="checkbox"/>	MVS <input type="checkbox"/>
£15,000+ <input type="checkbox"/>		RACF <input type="checkbox"/>
		HSM <input type="checkbox"/>
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Age: _____

**BRITISH
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DYNAMICS**

Young Management Accountant ILFORD

A creative role as profit-hunter, communicator and key manager...

Britannia Music - part of the Polygram Group of Companies - are Britain's largest direct marketers of records and tapes. We are very successful but we are also acutely aware that our future profits rest upon our ability to react, very swiftly, to the subtle and sudden shifts of market demand. Our marketing decisions rely heavily on accurate and relevant analysis, evaluation and forecast of performance - and instant access to information is vital.

That's why we are looking for a well informed and commercially alert young Management Accountant. A profit-hunter, innovator, confident

communicator, proven organiser and a key member of our senior management team. Someone with computer systems exposure who can not only carry out a varied range of management accounting duties but also identify new areas for investigation. An intuitive personality who can directly influence our growth and diversification. Above all, we're looking for someone who can learn our business and become immersed in its fascinating complexities.

In return, we're offering an excellent starting salary, and the scope to get involved in all aspects of our business and since you will be reporting to the Board, your contribution can be quickly recognised and rewarded. Please write, with full details to: Christine Blackie, Personnel Officer, Britannia Music Company Ltd, Roden Street, Ilford, Essex IG1 2AE.



EXECUTIVE DIRECTOR

£13,000 - £14,500 p.a.

BBDA is a rapidly developing Association comprised of businesses and business people which provides a range of back-up support services. These include running its two business training and development programmes with an additional course on business applications of new technology to be started later this year.

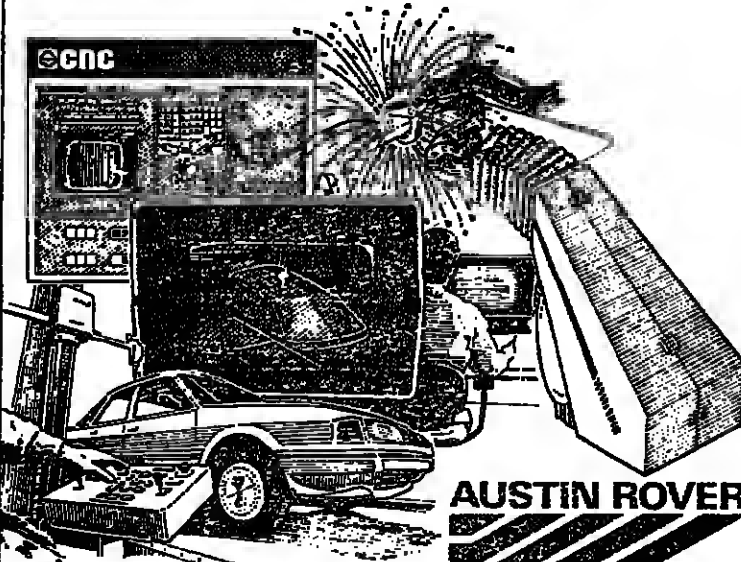
These courses are jointly funded by the London Borough of Hammersmith and Fulham and the European Social Fund.
The Association now requires a person of high calibre management abilities, flair and innovation with an appetite for hard work for this new and challenging post, the principal duties of which are:-
- to develop the work of BBDA and act as a policy advisor to the Board of Directors;
- through the leadership of the staff, to be responsible for the efficient and effective implementation of the Association's programmes and policies;
- to liaise with, develop and maintain good relations with local, city and other financial institutions and organisations on matters of mutual relevance concerning the advancement of BBDA.
It is unlikely that a candidate aged less than 30 would have sufficient experience to fulfil the role. Application forms and further information from:

W. H. KNUCKLES,
Acting Executive Director,
Black Business Development Association,
Randolph Beveland Centre,
51 Hogon Road,
London SW16,
Tel 01-736 5229

Closing date: July 24th, 1985.

Science & Technology Graduates

TWO FOR THE PRICE OF ONE -
FURTHER YOUR EDUCATION AND
YOUR PROFESSIONAL CAREER
SIMULTANEOUSLY.



The Teaching Company is a collaboration between Austin Rover and the Department of Engineering at Warwick University. It is the largest of its type in the U.K. One measure of its success is its contribution to the technological progress of Austin Rover since its inception. Another is that virtually all of the people who have passed through it in the same period now occupy management graded positions in Austin Rover.

Because of this, a new generation of Teaching Company Associates needs to be selected from applicants who have good honours degrees in Science or Technology and ideally, although not necessarily, have some industrial experience and are aged between 23 and 28.

Those chosen - and there are only ten such places - will be taken onto the payroll of Warwick University for a period of two years at the maximum.

Working partly in the Company and partly at the University and with the full support of the resources and expertise of both organisations, they will be individually responsible, on a project basis, for the application of advanced techniques and technology in the solution of critical manufacturing and engineering problems. Typical development areas are FMS, CAE, Robotics and Vision Systems. At the end of the two year period, the objective is to place successful Associates into career appointments in Austin Rover.

Commencing salaries will be up to £10,500 per annum.

For further particulars and an application form, please contact the Registrar, (Ref: 48/28/85/5), University of Warwick, Coventry CV4 7AL.

**UNIVERSITY
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FRED BENTLEY'S RESTAURANTS LTD. require a SPECIAL PROJECT MANAGER

Develop a unique business opportunity representing a well known French gourmet food retail and wholesale company. An important aspect of the project is the setting up of a food boutique and Restaurant de Degustation. The successful applicant should have sound marketing experience, a working knowledge of French and ideally experience of the food industry. A generous salary and bonus as well as a company car and other benefits are offered.

Applications in writing should be sent to:
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Due to expansion CHAUMET High Class Jewellers of International Repute require

SALES EXECUTIVES
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With previous experience & good references.
Excellent salary & benefits.
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NEGOTIATOR Required to sell houses in the central London area. Must be male, 30-40 years old, fluent in English, French, Italian, Spanish, German, Russian, Polish, Czech, Slovak, Hungarian, Greek, Turkish, etc. Salary £45,000 p.a. plus commission. Tel 01-493 2890.

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We are a young, busy company, jointly owned by a large US bank and a major UK organisation and we are looking for a university graduate to join our team of hard-working people dealing with the public.
If the above interests you and you would like to find out more about our company, please write with a CV to:
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THE TIMES

ACCOUNTANT/BOOKKEEPER. Part-time required by small business. Must be male, 30-40 years old, fluent in English, French, Italian, Spanish, German, Russian, Polish, Czech, Slovak, Hungarian, Greek, Turkish, etc. Salary £45,000 p.a. plus commission. Tel 01-493 2890.

MANAGEMENT OPPORTUNITY

An exciting career is open to individuals (22+) who are single minded & interested in their own future. This is an opportunity to earn over £20,000 per annum & earn shares in a nationwide group.

Please call
Mr Pickersgill:
01-438 8431.

BANKING & ACCOUNTANCY APPOINTMENTS ☎ Trade 01-278 9161/5

MARC EUROPE

required for this new and fast-growing organisation dedicated to helping Christian leaders through publications, seminars and research in Western Europe. Full range of administrative, personnel and financial work to be undertaken. Chartered Secretary qualifications preferred. All applicants must be committed to the Christian aims of MARC Europe.
For further details please contact Peter Brierley, European Director, MARC Europe, Cosmos House, 6 Hornesdale Road, Bromley BR2 9EX. Telephone 01-480 3999.

ACCOUNTANT AND ADMINISTRATOR

RICHMOND, SURREY

Assistant to Accountant
International food company
to trial balance &
experience with final
accounts.
Tel Mr Marchant
01-948 2872
For details during
office hours

ACCOUNTANTS BOOK-KEEPERS AUDITS/TAX STAFF

For the best temporary assignments
call Barbara Kerton at
H.W. Task Force Ltd,
118 New Bond St., W1.
493 9441 open late tonight.

APPOINTMENTS

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requires top interior designer
with good visual drawing
experience. Also contract
fulfilling salesmen. Also experienced
person required to run the Furniture Hire Department. Salary
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CUSTOMER LIAISON. The London
Solicitors' Association is seeking
suitable candidates for their
personnel for this important post at their
Tottenham Court Road office. The
successful candidate will be dealing with
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